



2004  
**PREMIER'S AWARD**  
OF EXCELLENCE

1995 ★ 2004

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10 YEARS OF INNOVATION & ACHIEVEMENT

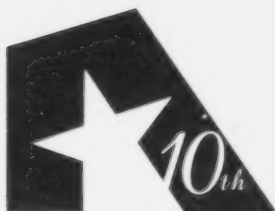




**I offer my congratulations to the recipients of the 2004 Premier's Award of Excellence, in this year, the tenth anniversary of the program**

Since 1995, the Premier's Award of Excellence has recognized many dedicated public service employees for their superior client service and excellence in business practices. I am proud of the significant number of employees who have received this award over the years and I am pleased that this number has continued to increase each year.

It is my sincere hope this award will continue to inspire employees in the public service to be creative and committed in responding to the changing needs of our most valued clients, the citizens of Alberta.



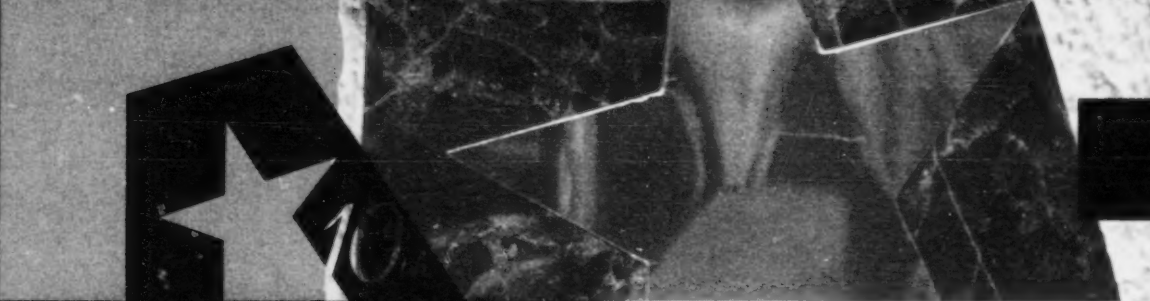
## **TEN YEARS OF INNOVATION AND ACHIEVEMENT 1995-2004**

On behalf of my colleagues in government, and all Albertans, I thank all public servants for their ongoing commitment to achievement, innovation and excellence, with a special thanks to those employees being recognized with the 2004 Premier's Award of Excellence.

**Ralph Klein, Premier**



ALBERTA



## About the Premier's Award of Excellence Program

### Why is this award important?

The award is an honour unique to Alberta because recipients exemplify the values expressed in the government's business and financial plans, the Alberta public service vision, and the quality management principles. The Premier's Award of Excellence is designed to recognize team efforts and to provide feedback on potential areas for improvement that submitting teams can learn from and apply to other projects.

### Why apply?

Key outcomes for participating teams include personal and professional growth for team members, the opportunity to learn from past experience, and the ability to advance best practices within government for continuously enhancing services to Albertans. The program also provides an opportunity for teams to identify superior performance, assess progress, and highlight ongoing improvements.

### Who can apply?

Any Alberta public service organization that falls under the Alberta Public Service Act, such as a department, division, branch, unit, committee, cross-government group or a departmental project team, is eligible.

The following agencies, boards and commissions can apply:

- Agriculture Financial Services Corporation
- Alberta Alcohol and Drug Abuse Commission
- Alberta Gaming and Liquor Commission
- Energy and Utilities Board
- Environmental Appeals Board
- Natural Resources Conservation Board
- Northern Alberta Development Council

### What are the award categories?

Awards are granted in two categories: project teams and ongoing work units. Project teams are employees who work as a team to improve a product or process and are disbanded on completion of the assignment. Ongoing work units are employees who have the responsibility for achieving a defined portion of a ministry's business plan objectives on an ongoing basis.

Each ministry/agency/board/commission has leadership team members available to help applicants determine which award category is most appropriate for the team's submission.

### How are award recipients chosen?

Award recipients are selected using a structured process. To ensure the review of submissions is fair, all teams follow the same process and meet the same deadlines.

# About the 2004 Premier's Award of Excellence

Each submission is reviewed for both processes and results. Submissions must equally address what processes were used and the results that were achieved based on quality management principles articulated by the National Quality Institute. The criteria also draw on the Alberta public service vision and the Alberta Government mission, principles and values. Submissions are reviewed using the following criteria:

## **Leadership and People Focus**

- strategic direction
- leadership involvement and a participatory environment
- human resource strategies
- continuous learning environment
- employee satisfaction
- outcome

## **Client and Stakeholder Focus**

- voice of the clients
- client satisfaction
- partnering
- outcomes

## **Process Management**

- process effectiveness
- review and assessment
- process improvement
- outcomes

Once the submissions are received each January, leadership team members from the Alberta public service conduct an initial review using the established criteria. Site visits may then be conducted to validate documented information. An external review team of quality-management experts from the private sector then reviews a short list of submissions from the internal review team. Recommendations are made to the Premier and the final selection for the gold, silver and bronze level awards is made in late spring.

## **What are some common characteristics of award recipients?**

Premier's Award of Excellence recipients share several characteristics:

- recognizing and nurturing teamwork in a spirit of cooperation
- leading through involvement and by example
- understanding, meeting and striving to exceed client expectations
- creating an environment that respects individuals and encourages people to develop their full potential
- improving their methods and outcomes continuously
- basing decisions on facts
- satisfying obligations to and expectations of stakeholders, including an exemplary concern for responsibility to society.

## **What does the award consist of?**

The project teams or ongoing work units selected for awards receive a stone carving and a framed certificate for display in their work area. Team members also receive an unframed certificate, a lapel pin and can use the Premier's Award of Excellence logo on their stationery. A large award remains on display at the Legislature, including a listing of all award recipients since the inception of the program.

## **When is the next submission deadline?**

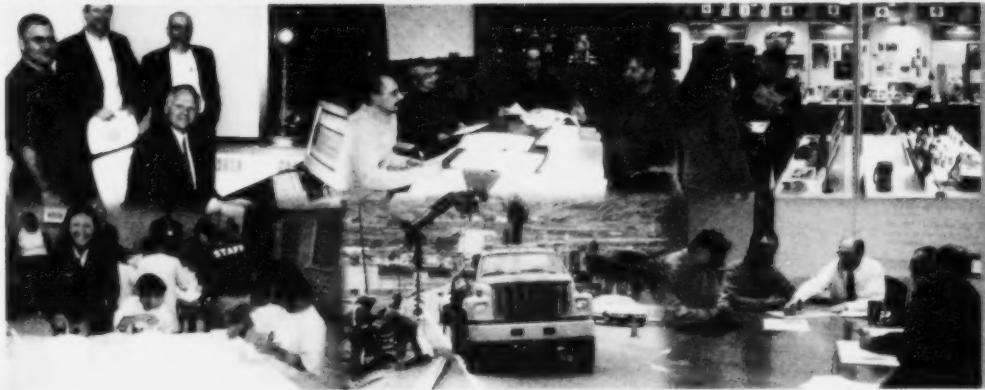
The call for submissions for the 2005 Premier's Award of Excellence will be made in the fall of 2004. The deadline for submissions is late January each year.

## **For further information:**

Visit the Premier's Award of Excellence website: [www.pao.gov.ab.ca/premier](http://www.pao.gov.ab.ca/premier).



# Innovation and achievement

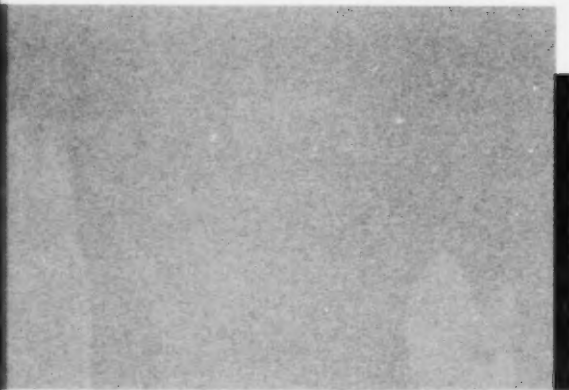


## Ten years of innovation and achievement

Since the program began in 1995, 234 teams have received awards. In the first year of the program, 5 teams were recognized with an award. The program has grown over the years, and in 2004, there were a record number of both submissions and awards. 65 submissions were received from participating departments, agencies, boards and commissions, and 43 of those submissions received awards.

The diverse projects and work units receiving awards over the past ten years represent a cross-section of departments, and eligible agencies, boards and commissions. While they are varied in their scope and delivery, each of them demonstrated excellence in client focus and business process in achieving their goals.

To find out more about the 2004 award recipients and the other submissions, please see the descriptions included in this program. All of them provide examples of the innovation and dedication to business excellence that is the hallmark of the Alberta public service.



This year marks the tenth anniversary of the Premier's Award of Excellence program. It also marks the recognition of another year of hard work, creative ideas, and commitment to business excellence by the Alberta public service.





2004

## Premier's Award of Excellence Recipients

### Gold Awards

- 9 ATCO - Tyrrell Learning Centre Project  
Alberta Community Development
- 10 Alberta's International Offices: Building  
a World of Opportunities  
Alberta Economic Development
- 11 Petroleum Registry of Alberta  
Alberta Energy and Alberta  
Energy & Utilities Board
- 12 Alberta Environment Air  
Emission Trading Project  
Alberta Environment
- 13 ALIS Website Redesign  
Alberta Human Resources &  
Employment and Alberta Learning
- 14 Public Private Partnerships for  
Alberta's Highways  
Alberta Transportation
- 20 Water for Life: Alberta's  
Strategy for Sustainability  
Alberta Environment
- 21 A Province Wide Meningococcal  
Immunization Campaign  
Alberta Health & Wellness
- 22 Province Wide Newborn Metabolic  
Screening Program  
Alberta Health & Wellness
- 23 Cumulative Impact Assessment Work Group  
Alberta Human Resources & Employment,  
Alberta Children's Services, Alberta  
Health & Wellness, Alberta Finance,  
Alberta Learning and Alberta Seniors
- 24 Mobile Career Technology  
Studies Laboratory  
Alberta Infrastructure
- 25 Edmonton Client Services Unit,  
Apprenticeship and Industry Training  
Alberta Learning

### Silver Awards

- 16 Alberta Ag-Info Centre  
Alberta Agriculture, Food  
& Rural Development
- 17 Adoption Website Initiative  
Alberta Children's Services
- 18 Graduated Supports  
Alberta Community Development
- 19 Approvals Review Project  
Alberta Environment
- 26 Ensuring World Class Curriculum for Alberta  
Students, Curriculum Branch  
Alberta Learning
- 27 Corporate Executive Development  
Alberta Personnel Administration Office
- 28 Victim Advocate Training Manual  
Alberta Solicitor General
- 29 Interagency Co-operative Mountain Pine  
Beetle Management Team  
Alberta Sustainable Resource Development  
and Alberta Community Development



# Bronze Awards

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- 31** Agricultural Operation Practices Act (AOPA)  
Alberta Agriculture, Food & Rural  
Development, Alberta Environment, Alberta  
Justice & Attorney General, Alberta Municipal  
Affairs, Natural Resources Conservation  
Board and Alberta Health & Wellness
- 32** Alberta Environmentally Sustainable  
Agriculture (AES) Program  
Alberta Agriculture, Food  
& Rural Development
- 33** Diagnostic Field School  
Alberta Agriculture, Food  
& Rural Development
- 34** Feasibility of a Therapeutic Essential  
Oil Industry in Alberta  
Alberta Agriculture, Food &  
Rural Development
- 35** acsWorkLinks Employee Portal Project  
Alberta Children's Services
- 36** The Children's Forum  
Alberta Children's Services
- 37** Wild Alberta Gallery  
Alberta Community Development  
and Alberta Infrastructure
- 38** 'Taking Care of Business'  
Organizational Effectiveness  
Business Unit  
Alberta Energy
- 39** Alberta Government Climate  
Change Project Team  
Alberta Environment
- 40** Financial Hardship Unlocking Program  
Alberta Finance
- 41** Gaming Licensing Policy Review  
Alberta Gaming & Liquor Commission
- 42** Alberta Electronic Health Record  
Alberta Health & Wellness
- 43** Alberta Health and Wellness'  
Healthy U @ Work program  
Alberta Health & Wellness
- 44** Provincial Personal Health Identifier (PPHI)  
Alberta Health & Wellness
- 45** AHRE Leadership Program Pilot  
Alberta Human Resources & Employment
- 46** Calgary Community & Business Services  
Alberta Human Resources & Employment
- 47** Edmonton North Area Front End Services  
Unit - AHRE, And Then There Was One  
Alberta Human Resources & Employment
- 48** Rededication to Service - Amalgamation  
of City Centre Area Project  
Alberta Human Resources & Employment,  
Alberta Infrastructure and Alberta Corporate  
Service Centre
- 49** International Governance Office  
Alberta International &  
Intergovernmental Relations
- 50** Creating Provincial Training  
Opportunities in Diagnostic Imaging  
Through Interagency Cooperation  
Alberta Learning and Alberta  
Health & Wellness
- 51** Municipal Infrastructure Management  
System (MIMS)  
Alberta Municipal Affairs
- 52** Environmental Management System  
Development  
Alberta Transportation
- 53** The Dangerous Goods and Rail Safety  
Branch  
Alberta Transportation





2004  
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OF EXCELLENCE RECIPIENTS

GOLD★AWARDS





## ATCO - Tyrrell Learning Centre Project

*Project Team*

### Alberta Community Development

The Royal Tyrrell Museum showcases one of the world's greatest displays of fossils and welcomes over 385,000 visitors annually, including over 30,000 school-aged children. The museum's focus on children's programming inspired the development of the ATCO Tyrrell Learning Centre.

The museum worked with the Royal Tyrrell Museum's Cooperating Society to create a facility with space enough to keep pace with the number of requests from schools and children's groups, to deliver quality educational programming, enhance programming, and expand the museum's role as host of a growing number of corporate and community events.

The presentation of the Alberta government's first Centennial Legacy Grant, a \$2.5 million gift to the museum, led to further corporate and community project funding. As a result, a \$1 million gift was donated from the ATCO Group of companies and over \$200,000 worth of corporate contributions followed.

Completed in August 2003, the 16,600 square feet ATCO Tyrrell Learning Centre features three dedicated classrooms, a hands-on workshop, a distance learning studio, and an innovative outdoor interpretive area. It is a hub for students, teachers and life-long learners to interact with museum experts - a legacy for learning, to be enjoyed for years to come.

### Team Members

Ilo Anderson, Doug Craig, Bruce Naylor and Jon Newman (Team Leaders), Chuck Babuik, Dean Briesse, Lindsay Cook, David Eberth, Geoff Harding, Ruth Helton, Ken Hiebert, Marian Johnson, Marilyn Kimura, Richard Knutton, Becky Kowalchuk, Scott Mair, Jason Martin, Marlin Moore, Andrew Neuman, Warren Nicholls, Bryce Nimmo, Mark Rasmussen, April Rasmussen, Paul Salvatore, Ossie Shetty, Nancy Southern, Brad Tucker, Kathryn Valentine, Earle Wiebe and Tracy Young



## Alberta's International Offices: Building a World of Opportunities

*Ongoing Work Unit*

### Alberta Economic Development

Alberta's international offices serve clients in Alberta and abroad. Once under the jurisdiction of several government ministries, these offices are now consolidated within Alberta Economic Development (AED), and support AED's three core businesses: strategic economic leadership; strategic intelligence that drives industry development; and positioning and promoting Alberta for tourism, trade and investment. Nearly half a million jobs are linked to the business Alberta does in international markets.

To ensure an effective transformation to one cohesive business unit, AED created an international office system characterized by common policies, common performance measures, excellent client satisfaction ratings, a commitment to client service and continuous improvement, and high marks from staff.

The transformation was successful. Through Alberta's international offices' work in international trade and investment, 643 business and investment introductions were made for Alberta companies and their international counterparts in 2000-2001. By 2002-2003, this number increased to 1,122, and 336 of these introductions led to serious business negotiations. Overall client satisfaction reached an all-time high of 92.5 per cent in 2002.

The success of the international offices contributes to the growth of Alberta's gross domestic product, leading to new jobs for Albertans and helping to create a vibrant, flexible, globally competitive provincial economy.

### Team Members

Rory Campbell, Li-an Chen, Josephine Choi, Dave Corbett, Chris Heseltine, Reg Kontz, Shirley Kwan, Drury Mason, Lorena Patterson, Wes Sawatzky, David Wong, Cliff Wulff and Angelo Zia (Team Leaders), Ilka Ahrens, Regina Brodersen, Juliana Che, Seong-ah Choi, Cindy Dunphy, Rob Hand, Colin Jeffares, Jessica Jiang, Liz Leung, Mary Li, Christopher Liu, Jenny Luo, Naoki Makino, Kenji Makise, Ava Pao, Ji-hyun Park, Akiko Shinbo, Don Smithson, Joe So, Carmen Storey, Sophia Sun, Mary Beth Takeo, Etsuko Toland, Claudia Trejo, Maureen Wang, Naomi Yamashita, Christina Yeh, John Yin, Ha-kyun Yoon and Alice Zhai



## Gold Award Recipient

### Petroleum Registry of Alberta

*Project Team*

#### Alberta Energy and Alberta Energy & Utilities Board

The Petroleum Registry of Alberta (Registry) changed the way thousands of people in government and the oil and gas industry perform key functions within the petroleum sector. The product of a \$35 million dollar, three-year joint strategic initiative between Alberta Energy, the Energy and Utilities Board, and Alberta's oil and gas industry, the Registry went live, on time, and under budget in October 2002. Secure, interactive, timely and cost-effective, the Registry simplifies the collection, storage, and distribution of infrastructure, volumetric, and royalty-related information reported to Alberta Energy and industry partners.

The Registry was a complex undertaking impacting almost all areas of Alberta Energy and over 1,500 oil and gas companies. Behind every step of its creation were:

- strong stakeholder involvement, planning, and commitment;
- strong up-front planning involving clients and stakeholders;
- effective organizational structure;
- strong technical resources;
- effective project management as well as project management controls and change controls;
- rigorous Quality Assurance processes;

- and celebrations at project completion and at key post-completion milestones.

The success of the Registry has been recognized through two awards to date and has caught the attention of other jurisdictions in Canada and abroad.

### Team Members

Mark Dickey, John Finlaison, Dave Giles, Terry Harrison, John Holowaychuk, Alnoor Karmali, Don Keech, Fred Lavitt, Sheryl Moody, Jim Nichols, Carol-Anne Pasutto and Ross Weaver (Team Leaders)

#### Core Team

Registry Steering Committee, Registry Project Office, Registry Data Administration, Registry Ministry Readiness Team, Registry Industry Readiness Team, Registry IT Development Team, DOE IT Interface Development Team, EUB IT Interface Team, Registry IT Acceptance Testing Team, Registry Training Team, Communications Team and Registry Service Desk Team

#### Extended Team

Registry Advisory Committee, Strategic Governance Committee, Canadian Association of Petroleum Producers Accounting Committee, Canadian Association of Petroleum Producers Fiscal Executive Policy Group, Industry Steering Committee and Industry Benefits Committee



## Alberta Environment Air Emission Trading Project

*Ongoing Work Unit*

### Alberta Environment

Ensuring air quality in Alberta is a priority for Alberta Environment, which regulates air emissions from industrial sources. Emission trading is a complex, but highly effective tool - proven in the United States and other jurisdictions - to achieve that result. In May 2002, Alberta Environment initiated the Air Emissions Trading Project to assess emission trading and make recommendations on the implementation of a multi-pollutant trading system for Alberta.

Throughout the two phases of the project, the cross-ministry and multi-disciplinary project team increased stakeholder understanding and support for emission trading, and influenced and supported the work and recommendations of the Clean Air Strategic Alliance's Electricity Project Team.

The first phase of the project centered on emissions trading studies, culminating in the \$250,000 Major Feasibility Study that explored the potential for multi-pollutant emission trading in Alberta. Stakeholder and client input and workshops complemented the studies, and ongoing stakeholder, client and team surveys were integral in gauging performance and satisfaction. Phase two produced recommendations on the best way to implement emission trading in Alberta given Alberta realities.

In December 2003, Alberta Environment's Executive Committee unanimously accepted the project's recommendations for implementation, and implementation structures are now being established. For its many accomplishments, the team was awarded the department's 2003 Achievement Award.

### Team Members

Bill Calder, Richard Dixon and Paris Fronimos (Team Leaders), Kathy Acheson, Randy Angle, Ryan Armstrong, Neil Chymko, Randy Dobko, Stephen Dobson, Joseph Doucet, Sherry Fulton, Brent Lakeman, Chow-Seng Liu, Scott Livingstone, Don MacDonald, Janet Peace, Scott Pfeifer, Andy Ridge, Toby Schneider, David Slubik, David Spink, Raymond Stemp, Darin Stepaniuk and Michelle Williamson



## Gold Award Recipient

### ALIS Website Redesign

*Project Team*

**Alberta Human Resources & Employment and Alberta Learning**

The Alberta Learning Information Service (ALIS) web site is Alberta's online gateway to career, learning and employment information and services. It is supported through a partnership of Alberta Learning and Alberta Human Resources and Employment.

The ALIS web site is driven by the needs of its clients/users: high school and post-secondary students, job seekers, people in career transition, workers, and employers. In 2000, an extensive survey of 600 ALIS users identified a redesign was necessary to improve the web site.

The redesign transformed a static, HTML site into a dynamic database site featuring graphics, enhanced content, videos and user-friendly navigation. It created a leading-edge Content Management System shared with and embraced by other Alberta government web sites, and it developed an innovative e-mail management system. The redesign also employed state-of-the-art technology to ensure platform stability and future potential, along with better promotion of ALIS to clients. It also made ALIS among the most-used web sites within the Alberta Government.

A follow-up survey of 1,200 ALIS users deemed the redesigned web site as a model web site in the career, learning and employment arenas' and "responsive and user-driven, beneficial, accountable and technologically up-to-date."

### Team Members

Curtis Hancock (Team Leader), Ole Berger, Monica Byrtus, Steven Csorba, Michael Donovan, Ismail Esmail, Silke Gilgen, Robert Gilgen, Judy Hutchinson, Helene Lagace, Danielle Lyndon, Zahid Nanji, Demaris Neumann, Sharon Osborne, Grant Skinner, Jackie Stankey and Shawn Yu



## Public Private Partnerships for Alberta's Highways

*Project Team*

### Alberta Transportation

In response to anticipated major budget rollbacks in the fall of 2002, Alberta Transportation formed the Alternative Project Delivery Mechanisms (APDM) team. Deputy Minister Jay Ramotar asked the team to "take a serious look" at public-private partnerships (P3s) to see if they could be used to deliver major highway construction projects in Alberta. If P3s were deemed viable, the team was to develop documents for contracting P3s.

There were three basic phases to the APDM project:

- research previous P3 projects around the world and adapt the best practices for Alberta;
- use these adapted best practices to develop a unique P3 model and test it for financial and socio-economic viability;
- develop a Design, Build, Finance and Operate (DBFO) process and contracting methodology for use on Alberta highway construction projects.

The department is now using the team's P3 process to deliver the \$300 million dollar Edmonton Southeast Ring Road project. Responses to the request for qualifications were received from six multi-national consortia, including over 50 Alberta-based firms... many of whom were originally against the idea of using P3s!

### Team Members

Tim Hawnt (Team Leader), Alan Griffith, Les Hempsey, Alan Humphries, Jeannie Hutton, Rob Lonson, Tom Loo, Dan McCosh, Chuck McMillan, Neill McQuay and Alec Waters



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SILVER★AWARDS





## Alberta Ag-Info Centre

*Ongoing Work Unit*

### Alberta Agriculture, Food & Rural Development

In April 2002, Alberta Agriculture, Food and Rural Development (AAFRD) opened the Alberta Ag-Info Centre in Stettler. This centralized call centre replaced 41 district offices across Alberta, reducing annual costs of information delivery while focusing on enhancing the speed and availability of information services.

The Ag-Info Centre meets the unique needs of its agriculture industry clients with its "one stop" service. The centre provides agriculture information, contact with AAFRD agriculture specialists, programs and services. Resource agents provide non-automated phone service to answer and direct all agriculture related questions. Specialists provide information about crops, livestock, business management and new business ventures. In the first year 43 part-time and backup staff handled 80 per cent of client enquiries—that's 84,000 phone calls—while 20 per cent were referred internally to the appropriate department area or externally to industry.

The Ag-Info Centre is a huge success despite being challenged with the worst drought in 130 years. Client satisfaction surveys consistently show a greater than 92 per cent fully satisfied rating. Staff is committed to exceptional client service, collaborative teamwork and continual improvement and development. In 2002 the Ag-Info Centre earned a Gold Alberta Agriculture Performance Excellence Award for their outstanding team contribution.

### Team Members

Leonna Lind, Mark MacNaughton, Jim Proctor and Brian Rhiness (Team Leaders), Karla Bergstrom, Betty Birch, Kathy Bosse, Jim Broatch, Jay Byer, Cindi Hamilton, Deborah Heidt, Russel Horvey, Mark Johns, Kelly Kelly, Ordella Knopf, Juanita Kopp, Pat MacAlister, Jackie Majic, Susan Markus, Brenda McLellan, Kara Mitchell, Mary Ann Nelson, Ted Nibourg, Tina Orom, Doon Pauly, Donna Penosky, Dale Robinson, Sherry Smith, Robert Spencer, Marj Tunney, Carol Williams, Barry Yaremcio, Kim Zeleny and Raquel Ziorio



## Silver Award Recipient

### Adoption Website Initiative

*Project Team*

#### Alberta Children's Services

The Adoption Web site is an innovation that has proven to be the most powerful recruitment tool ever used in Alberta. Created in response to a request by Children's Services Minister Iris Evans, this Internet web site assists Adoption Services in matching and placing adoptable children in the ministry's permanent care.

The first of its kind in Canada, the Adoption Web site is a natural extension of Alberta's existing media marketing program, including the Wednesday's Child television vignettes. The web site leverages the power of the Internet to recruit prospective adoptive families.

The project team included technical experts from IBM and a graphics and editorial team from the communications branch. Relying upon existing expertise in the field of adoption, technical innovation and a close working relationship already in place enabled the team to develop, test, and launch a profile initiative within about five months.

Launched in February 2003, this profile project is impacting adoption practice throughout Alberta. The number of web hits has quickly risen to more than a million, and record numbers of families are applying to become approved adoptive families. Currently, nearly 100 children featured on the web site are either placed in their new homes, or in the process of placement.

#### Team Members

Bruce Clarkson, Pierre Dery, Debra Ewing, Lorelei Fiset Cassidy, Mark Kastner, Faith Nielsen, Anne Scully and Nadia Zubach (Team Leaders), Jackie Bibby, Jennifer Grant, Sharon Hennessey, Grace Liber, Keltie MacPherson and Deborah Mason



## Graduated Supports

*Ongoing Work Unit*

### Alberta Community Development

For adults and children with severe mental and physical disabilities there should be a dignified quality of life in a social and positive environment. This is the foundation upon which Graduated Supports was built.

Since coming under community governance of the Calgary Region Community Board, Persons with Developmental Disabilities in 1998, and under the leadership of the CEO, Mary Kay Russell, Graduated Supports has successfully, continuously worked to strengthen its services. It has:

- restructured operations to accommodate aging and health factors;
- relocated 14 individuals to more appropriate residential placements that include 24 hour nursing support;
- merged the government direct operations (Scenic Bow/Legion, Bow Park Court and Parkmont Achievement Centre) into one entity, called Graduated Supports.

Building upon the accomplishments and convictions of the 190 employees and 88 individuals who embraced many progressive and contemporary organizational improvements over the past five years, Graduated Supports has transformed itself. Management called upon the strengths and creativity of frontline employees to successfully complete its service delivery improvements. More than ever, its employees are empowered with knowledge and actively included in organizational development.

## Team Members

Gianna Bloomer, Cindy Renwick and Marlene Rybicki (Team Leaders)

### Sub-Committees

All employees from: Administration Team at 37th Street, Administration Team at 200 Scenic Bow Place, Transportation, Team 1, Team 2, Team 3, House 104, House 108, House 122, House 130, House 134, House 138, House 142, Legion, House A, House B, House C and House D

## Silver Award Recipient



### Approvals Review Project

*Project Team*

#### Alberta Environment

Through the Environmental Protection and Enhancement Act (EPEA) and the Water Act, Alberta Environment uses tools such as approvals and registrations to regulate activities that impact the environment. In the face of growing challenges, the Approvals Review Project team was formed to improve the efficiency and effectiveness of the department's current regulatory framework.

When EPEA was introduced in 1993, one challenge was to issue approvals with a 10-year expiry date as opposed to their former five-year expiry date. Ten-year approvals meant renewals would start in 2003 instead of 1998, significantly increasing the renewals in 2003. The reduction of staff, changes in the department, and no increase in resources to manage the renewals underscored the need for alternatives.

The project team, aided by regional approvals managers and client consultation, reviewed the regulatory framework, focusing on maintaining approvals for high-risk activities and moving to Codes of Practice for lower risk activities. The team worked in phases, due to the number of proposed changes. Amendments to EPEA and the Water Act in phase one in October 2003 included reducing over 1,000 applications over the next five years and continuing successful practices to protect the environment.

#### Team Members

Alan Pentney and Prasad Valupadas (Team Leaders), Bijan Aidun, Kathleen Amos, Dave Ardell, Bob Chandler, Karu Chinniah, Renee Craig, Jamie Curran, Marylynn Edinga, Antonio Fernandes, Jillian Flett, Ernie Hui, Kim Hunt, Tu Huynh, Ahmed Idriss, Steve Johnson, Shauna Kryba, Kim Lakeman, Elaine Lawrence, Randy Lewis, Lynn Lockhart, William Macdonald, Stephen Maunder, Don McCabe, Sandra McDougall, Paul Pellis, Kevin Pilger, Chris Powter, Kem Singh, Jim Steele, Ron Stojanowski, Carol Thurston, Wanda Vlahac, Peter Watson, Don Watson, Angela Widgiz, Larry Williams and Beverly Yee



## Water for Life: Alberta's Strategy for Sustainability

*Project Team*

### Alberta Environment

Water is a renewable, but finite, resource; a growing concern as Alberta's population and economy continue to grow at a significant rate. Alberta Environment took a lead role in Water for Life: Alberta's Strategy for Sustainability, a cross-ministry initiative to meet the demand for water in the future and ensure sustainability of the water resource.

A significant challenge in this initiative was to align policies in a number of key ministries to ensure consistency in moving forward in a common direction, with a common set of agreed-upon outcomes. Another challenge was to find meaningful, effective, and credible ways to involve very diverse groups of stakeholders and citizens in the process.

Through an extensive public consultation and outreach process, the initiative took two years to complete and included many phases, from generating ideas to releasing the final strategy.

The Water for Life strategy is the most comprehensive in Canada and is supported by a detailed action plan for implementation. It describes a new approach to water management in Alberta, emphasizing shared responsibility through partnerships, within government, and between government and stakeholders and citizens. The Water for Life strategy process is deemed an exemplary model for policy development in government.

### Team Members

#### Core Project Team

Beverly Yee (Team Leader), Sherri-Dawn Annett, Neil Chymko, Robert Harrison, Olivia Hong, Shelleen Lakusta, Carol Mak, Ralph Schroth, Justin Toner and Peter Watson

#### Sub-Teams

Cross-Ministry Working Group, Surface Water Quality Team, Water Demand Team, Water Conservation Team, Watershed Planning Team, Ecosystem Team, Wetland Ecosystem Team, Groundwater Task Team, Drinking Water Task Team, Flood Risk Management Team, Water Infrastructure Team, Water Research Team and Water Education Team



## Silver Award Recipient

# A Province Wide Meningococcal Immunization Campaign

*Project Team*

## Alberta Health & Wellness

Between 1999 and 2000, cases of invasive meningococcal disease (IMD) in Alberta tripled. Despite efforts to contain the outbreak, the number continued to rise at a higher than normal rate. From 2000 to 2001 there were 140 cases of IMD-nine were fatal and others resulted in serious long-term complications. A Province wide immunization campaign was announced and implemented between April and September 2001 as a direct response to the increased rate of IMD in Alberta. This was the largest immunization campaign ever conducted in Alberta.

The campaign was planned and carried out by the Provincial Implementation Group, consisting of Alberta Health and Wellness staff from the Provincial Health Office; Communications; Disease Control & Prevention Branch; representatives from the 17 Regional Health Authorities; and First Nations and Inuit Health Branch, Health Canada.

Focused on protecting those at highest risk of the disease - young Albertans between 2 and 24 years of age--public health nurses immunized over 400,000 people. One health region conducted a sixth phase, offering vaccine to eligible individuals who had missed earlier opportunities.

In the end, over 750,000 young people received a vaccine. In 2002, there were 23 reports of IMD in Alberta, indicating that the incidence of disease has returned to the average rate occurring before the outbreak.

## Team Members

Karen Grimsrud, Agnes Honish and John Waters (Team Leaders), Rosalie Asbreuk, Valerie Beynon, Pat Brooks, Myrna Churchill, Barb Dickson, Cheryl Ferguson, Rosanne Hanberg, Shirley Hill, Lucy Judge, Donna Koch, Karen Lundrigan, Irene Mazurenko, Cathy McDermott, Catharine Millson, Jean Pagnucco, Sandy Phillips, Pat Popko, Geri Renz, Ruth Richardson, Jodi Rutley, Elaine Sartison, Theresa Saunders, Edi Skoropad, Karen Thomas, Bonnie Trommelen, Marilyn Wakaruk, Brent Whittall, Carol Wojtkiw and Hilary Wynters



## Province Wide Newborn Metabolic Screening Program

*Project Team*

### Alberta Health & Wellness

Newborn Metabolic Screening (NMS) is a population-based health screening program that aims to prevent a number of metabolic conditions that can be treated successfully when identified with a simple blood test done within days of birth.

The discharge of mothers and newborns, from hospitals within the first 24 hours of birth, led to concern that newborns may not be effectively screened. A landmark meeting in June 1997 brought together key clients and stakeholders in a NMS working group. Representation came from Regional Health Authorities, the Metabolic Screening Laboratory, Alberta Health and Wellness, Medical Officers of Health, registered midwives, public health nurses, physicians, geneticists, and health professional associations.

The group developed the Stakeholder Information Access System to register all babies born in Alberta. The multi-phased, four-year project was established under the joint sponsorship of Alberta Health and Wellness and Alberta Wellnet. Completed in March 2001, the NMS web-based application matches birth records with blood tests and results and electronically notifies regional NMS contacts of abnormalities or missing samples.

The follow-up screening rate for insufficient or abnormal results is now 99.8 per cent, up from 78 per cent in 1998-99. The annual savings associated with timely newborn screening and reduced administration time is an estimated \$550,000.

### Team Members

Margaret King, Susan Shaw, Lois Sorgen and Dr. John Waters (Team Leaders), Fiona Bamforth, Mark Fewkes, Trevor Hart, Dr. Paul Hasselback, Michael Hurka, Cathy Julien, Cathy Kimak, Ilana Knisely, Colleen Kohlman, John McAllister, Irene Mazurenko, Lori Meadows, Pat Popko, Elizabeth Rose, Alec Sawitsky, John Schmidt, Janet Skinner, Joan Taylor and Abe Van Dorp

## Silver Award Recipient



### Cumulative Impact Assessment Work Group

#### *Project Team*

**Alberta Human Resources & Employment, Alberta Children's Services, Alberta Health & Wellness, Alberta Finance, Alberta Learning and Alberta Seniors**

What makes it hard for some people to work their way out of poverty? In November 2001, the MLA Committee to Review Low Income Programs set out to answer that question, determining that lack of program coordination was sometimes responsible. In October 2002, the Agenda and Priorities Committee challenged departments to develop a plan to better coordinate programs for low-income Albertans.

MLA Rob Renner, the Low-Income Review Assistant Deputy Minister Interdepartmental Committee and the Cumulative Impact Assessment Work Group were tasked with establishing a mechanism to assess the cumulative impact of income cut-off and benefit levels in differing programs using a transparent, objective, and unbiased methodology.

This work group developed a micro-simulation model from a 200-page spreadsheet analysis of 14 low-income assistance programs for nine typical families. The model provides a means to analyze the cumulative impacts of programs administered by different departments and, using straightforward graphs, points to where non-coordination creates financial setbacks for clients.

With no previous models on which to base the project, the work group designed and developed the Cumulative Impact Assessment model and delivered verified results within only three months.

#### **Team Members**

Yvonne McFadzen (Team Leader), Lyndon Epp, Betty Forster, Victor Graves, Mark Nicoll, Susanne Pasay, Line Porfon, Clement Simons, Dennis Spilak, Gerry Waisman and Jason Waywood





## Mobile Career Technology Studies Laboratory

*Project Team*

### Alberta Infrastructure

What do you do when rural school facilities have insufficient space, equipment, or specialized teachers to provide instruction in trades that are in great demand by local industries? If you're Grasslands Regional Division (GRD), you find a way to bring a state-of-the-art training facility - the first of its kind in Canada - directly to students.

With the local economy of the Brooks area driven by agricultural and oilfield industries, GRD recognized the need for training in Career Technology Studies (CTS) during its 2001 planning workshop. It then pursued the development of a mobile classroom/CTS shop for on-site basic welding and automotive courses.

In February 2001, the GRD submitted its 2001-02 Capital Plan Submission to Alberta Infrastructure, followed in March with an Innovative Funding Application for a mobile CTS laboratory that would initially serve students in four to five schools. A funding request for \$350,000 was approved.

The final product is a 53-foot trailer with slide-outs on each side and ample room to accommodate an entire vehicle and 900 square feet of instructional space. The front half of the trailer houses six welding booths, while the rear holds tool cribs, workbenches, and a slide-out car lift. Twenty-five students can be instructed at any one time.

### Team Members

Barry Day, Alan Kloepper and Lee Ann Woods (Team Leaders), Allan Bellamy, Adam Bismayer, Robert Black, David Blumell, Gary Boddez, Eileen Bredeson, John Dewever, Laurie Douglas, Bob Franz, Jerry Friesen, Jo-Lee Godfrey, Darlene Hayes, Frank Horvath, Mike Irving, Malcolm Johnson, Gordon Krinke, Gordon McDonald, Jan Mills, Vic Nadurak, Allan Phillips, Lee Pickett, Shaun Roth, Martin Shields, Max Tateson, Sandi Walker, Michael Walter, Ron Wickson and David Woloshyn



## Silver Award Recipient

### Edmonton Client Services Unit, Apprenticeship and Industry Training

*Ongoing Work Unit*

#### Alberta Learning

Alberta's apprenticeship and industry training system is an industry-driven partnership between government and industry. Industry sets system standards through the Apprenticeship and Industry Training Board (AITB), while system administration is provided by Alberta Learning's Apprenticeship and Industry Training Division (AITD). The Client Services Branch is the program delivery arm of the system, with the Edmonton Client Services Unit (ECSU) operating as one of 12 Client Services offices across the province.

ECSU serves approximately 24,500 clients, including employers, apprentices, industry associations and unions. Among its many services, ECSU counsels clients, provides support to the AITB's industry network, monitors worksites, provides liaison between apprentices and technical colleges, administers industry exams, and supports tradespeople who wish to acquire Alberta trades certification.

ECSU's strengths are due primarily to its dedicated and hard-working staff, and the support from colleagues at AITD's central office. With these strengths, ECSU has strived to achieve best practices in all areas, including teamwork, human resources practices, business processes and service excellence.

The last few years have seen measurable improvements in productivity, client satisfaction and employee satisfaction within ECSU, all of this occurring while the work unit is serving record numbers of registered apprentices.

#### Team Members

Tom Brown and Sylvia Orr (Team Leaders), Valerie Adams, Glenda Arnott, Phuong Au, Rick Bain, Verna Brown, Jack Callbeck, Rosemarie Cang, Sandra De Leon, Glenn Farwell, Ted Gazley, Chris Gordey, Elsie Gray, Shirley Grekul, Marlene Gribble, Bev Grieves, Alex Halliburton, Linh Huynh, Rob Killips, Anthony Lovell, Bill Mekechuk, Audrey Morris, Andrea Neuman, Ed Saulou, Larry Schmidt, Al Sieben, Agnes St Jean, Cher Steinke, Toby Tylor, Leon Vallee and Ed Winwood



## Ensuring World Class Curriculum for Alberta Students, Curriculum Branch

*Ongoing Work Unit*

### Alberta Learning

Alberta has one of the best education systems in the world. Its high quality curriculum is a key contributor to its success, a fact confirmed by Alberta's Commission on Learning's recent report, which stated, "We consistently heard about Alberta's excellent curriculum, ...". As well, Alberta's high quality programs of study have gained national and international respect.

The Curriculum Branch is part of Basic Learning, a division of Alberta Learning. The branch develops Kindergarten to Grade 12 programs of study specifying philosophy and rationale for each school subject and grade-specific outcomes students are expected to meet. The branch considers and incorporates social and economic trends in the development of learner outcomes, giving students the critical knowledge, skills and values necessary in the 21st century.

In its working procedures, the Curriculum Branch recognizes the significant impact programs of study have on the Alberta public, education partners and stakeholders. Each development phase involves extensive consultation with stakeholders within and outside government and the learning system, building consensus and partnerships.

The result is a high degree of satisfaction and ownership as evidenced by the history of the smooth implementation of cutting-edge curricula innovations that characterize Alberta as a world leader in education.

### Team Members

Joan Engel and Raja Panwar (Team Leaders), Marie Alsager, Janice Aubry, Gary Bertrand, Christina Bexte, Mary Ann Bivol, Jennifer Bushrod, Ilona Cardinal, Tim Coates, Hiroko Cock, Wally Diefenthaler, Shirley Douglas, Bryan Ellefson, Nabat Esmail, Lee Fehr, Karen Fetterly, John Fisher, Janet Hancock, Vivian Hu, Joanne McKinnon, Jan Mills, Debbie Mineault, Ricarda Muri, Wendy Narang, Katie Pallos-Haden, Jaymie Pilon, Robyn Preston, Hugh Sanders, Margaret Schwartz, Catherine Shalen, Don Shaw, Stella Shrum, Karen Slevinsky, Linda Snow, John Sokolowski, Carol Sommer, Noella Steinhauer, Karl Suess, Nathalie Tacail, Yoko Udagawa and Michiko Yazawa

## Silver Award Recipient



### Corporate Executive Development

*Project Team*

#### Alberta Personnel Administration Office

Corporate Executive Development is a comprehensive, strategic approach to leadership development and leadership continuity, developed to meet the unique needs of senior executives within the Alberta public service.

Launched in January 2002, Corporate Executive Development assembled diverse stakeholders and team members who worked collaboratively to create a customized development program for Alberta government executives. Working under tight timelines and with limited resources, the project team was able to meet the demanding expectations of its client group.

The program has experienced strong support, achieved target levels of participation for every component, and received positive feedback from all client groups. Two years into the program, forty-three per cent of all executive managers have participated in the Executive Assessment Services component. The collaborative and innovative efforts of team members and stakeholders have fostered a culture of continuous development and strengthened the leadership capacity within the Government of Alberta.

#### Team Members

Heather Caltagirone (Team Leader), Dianne Blahun, Candace Gillis, Jacquie McKenna-Killick, Nancy Monaghan, Alayne Stewart and Mary Anne Wilkinson



## Victim Advocate Training Manual

*Project Team*

### Alberta Solicitor General

The Victim Advocate Training Initiative and accompanying manual provides victim service unit coordinators throughout Alberta with material to prepare police-based, victim advocates to assist victims of crime and trauma. Prior to this initiative, training was neither systematic nor standardized across the province.

In 2002-03, approximately 1,790 volunteer advocates and board members contributed 220,880 volunteer hours to assist 38,534 victims of crime. Client and key stakeholders collaborated extensively as team members, participating in reviewing, writing and piloting training modules prior to the materials being finalized.

The manual is a four-volume set with 34 training modules, each module containing an overview, trainer notes, learning activities, handouts, and overheads. As well, a Victim Advocate Training certification process was developed and, upon completion of core-training requirements, volunteers receive a certificate from Alberta Justice/SG Staff College. As of March 2004, 191 certificates had been issued.

To date, 263 sets of manuals and four CD versions have been distributed in Alberta, other Canadian jurisdictions, and agencies in Chicago, Florida and New Mexico. An agreement is in place for the Northwest Territories to participate in the training via correspondence.

### Team Members

Barb Pratt and Carol Sullivan (Team Leaders), Sue Dougans, Donna Huestis, Bonnie Hutchinson, Jim Peebles, Barbara Simpson and Barry Whistlecraft



## Silver Award Recipient

### Interagency Co-operative Mountain Pine Beetle Management Team

#### *Project Team*

#### **Alberta Sustainable Resource Development and Alberta Community Development**

Lurking in the woodlands of western Canada is the area's most destructive forest insect: the mountain pine beetle. British Columbia, where these beetles have infested over 18 billion dollars worth of timber, is experiencing the largest outbreak in Canadian history. 10 million hectares in size (15 times the size of Banff National Park).

In 1977, the beetles spread into Alberta provincial lands via Waterton National Park and in three years infested over 7,750 hectares. Control efforts from 1980 to 1985 cost the Alberta government over \$6.2 million dollars.

To prevent similar destruction, Sustainable Resource Development (SRD) adopted a proactive management strategy to combat the insects before they reached provincial lands from Banff. In 2000, Parks Canada and SRD began working towards landscape management of beetle habitat on both sides of the border. When the beetles dispersed onto provincial land in 2002, the team expanded to include Community Development, the Town of Canmore, Three Sisters Developments, and the Silvertip Golf Course.

This unprecedented team of federal, provincial, and municipal governments and private industry set the standard for interagency co-operative beetle control. The results say it all: the beetle population in 2003-04 is over 90 per cent lower than expected.

#### **Team Members**

Dave Dalman and Daniel K. Lux (Team Leaders), Ray Andrews, Rod Berg, Rick Blackwood, Keith Branter, Eldon Bruns, Terry Cunha, Tom Daniels, Steve Donelon, Bill Douglas, Bill Fisher, Rod Gow, Pat Guidera, Marjorie Huculak, Tom Hurd, Jon Jorgenson, Ed Kulsar, Brian Low, Chris Ollenberger, Hideji Ono, Jane Park, Ian Pengelly, Sunil Ranasinghe, Terry W. Riva, Cheryl Robb, Jackie Syroteuk, Jean Walters, Cliff White and Darrel Zell



2004  
PREMIER'S AWARD  
OF EXCELLENCE RECIPIENTS

BRONZE ★ AWARDS





## Agricultural Operation Practices Act (AOPA)

### *Project Team*

**Alberta Agriculture, Food & Rural Development, Alberta Environment, Alberta Justice & Attorney General, Alberta Municipal Affairs, Natural Resources Conservation Board and Alberta Health & Wellness**

In July 2001, the Alberta government announced it was assuming legislative responsibility for confined feeding operations. The move was made to ensure the future viability and sustainability of the province's livestock industry, giving the project team just four months to make amendments to the Agricultural Operation Practices Act.

Because the team included members from six departments, an effective communications system was a priority. The team also created a plan, identified key milestones and developed a schedule. Throughout the project, creative ideas, innovation, and calculated risks were always encouraged, progress was continuously measured, reviewed and evaluated against the project plan, and any concerns identified were dealt with immediately.

To gather feedback and better meet client needs, the team incorporated a major, two-staged client consultation component into the project plan, and made over 30 other presentations to clients between August 2001 and January 2002.

The project was completed on time; the legislation was tabled in the 2001 fall session of the Legislature and proclaimed on January 1, 2002. Both government and the Liberal Opposition commended the project team for their work in developing the amendments to the Act. Clients also expressed their strong support for the amendments.

### **Team Members**

Joanna Fyck, Morris Seiferling and Louise Starling (Team Leaders), Darlene Albrecht, Mohamed Amrani, Brian Bietz, Rowena Bradley, Joan Broyles, Tannis Carlson, Andy Cumming, Bard Haddrell, Lloyd Healy, Ernie Hui, Wayne Inkpen, Wayne Jackson, Tim Jantzie, Joanne Jones, Bill Kennedy, Orin Kenzie, Brian Koberstein, Suzanne Leshchyshyn, Les Lyster, Stephen Maunder, Liz McAra, Marie McDonnell, Kevin McLeod, David Moreau, Vince Murray, Sandi Roberts, Janice Sutherland and Terry Willock



## Alberta Environmentally Sustainable Agriculture (AESA) Program

*Ongoing Work Unit*

### Alberta Agriculture, Food & Rural Development

Collaboration is essential in developing environmentally responsible practices, and it's key to the work of the Alberta Environmentally Sustainable Agriculture (AESA) Program. Since 1997, the program has helped raise awareness and increase adoption of a wide range of environmentally friendly practices by agricultural producers and processors.

The AESA program partners the AESA team of Alberta Agriculture, Food and Rural Development with the AESA council, which represents agricultural organizations, processing agencies, environmental groups, and government. While council members provide the team with input on industry needs, the AESA team leads the work to develop, implement and improve programs. Products and services include funding for partner agencies to deliver local extension programming to clients; training services for the extension staff of these program delivery partners; technical advice and assistance on extension programming; and development of information resources on environmental stewardship.

A team-based project management process ensures all activities are aimed at achieving the required outcomes through efficient use of financial resources and targeted human resource development.

Using various evaluation methods, the AESA partners have made important changes to create a more targeted and cost-effective program.

### Team Members

Carol Bettac and John Kolk (Team Leaders), Bob Barss, Bruce Beattie, Stan Bell, Dennis Bergheim, Roger Bryan, Laura Campbell, Karen Cannon, Cindy Chiasson, Dale Chrapko, Barb Clarke, Greg Conn, Sarah Depoe, Janet Dietrich, Frank Falwell, Greg Hale, David Hill, Lynden Hutchinson, Dave Kiely, Larry Kitz, John Kubin, Heather Landiak, Tamara Lewis, Ken Lewis, Gary Lilge, Glenn Logan, Trish Macklin, Dennis McKerracher, Michelle McKinnon, Christine Mitzner, Geoff Montgomery, Gary Nason, Bob Nelson, Randy Perkins, Gerry Pittman, Greg Porozni, Terry Rachuk, Charles Rypien, Wally Sawchuk, Kim Schmitt, Carrie Selin, Page Stuart, Jack Swainson, Christine Sweet, John Tackaberry, Therese Tompkins, Jody Winder, Karen Yakimishyn and John Zylstra



## Bronze Award Recipient

### Diagnostic Field School

*Project Team*

#### Alberta Agriculture, Food & Rural Development

The average farmer must make over 30 decisions a day that directly affect the economic and environmental sustainability of his/her farm. As well, every year on every acre, farmers lose 10 to 40 per cent of their yield potential to things they cannot see, things they don't know what to look for or things they can't identify. Yield losses in crops mean hundreds of millions in financial losses annually.

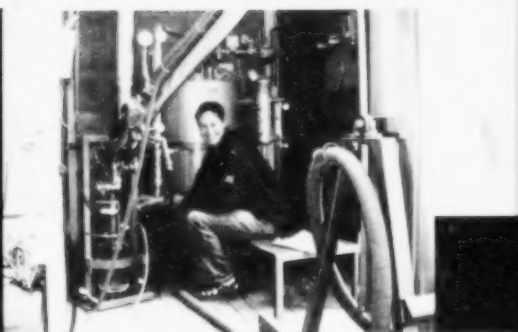
The agri-service industry and farmers require up-to-date information and training to make better-informed decisions and to properly diagnose symptoms in the field. The Crop Diversification Division coordinated the Diagnostic Field School to provide an interactive setting for hands-on training, encompassing team members from Alberta Agriculture, Food and Rural Development, Alberta Reduced Tillage Linkages, Alberta Research Council, University of Alberta, Olds College, Ducks Unlimited, Norwest Labs, 20/20 Seed Labs, Westco, Canola Council of Canada and Agri-Trend Agrology. The Field School was held for 10 days during mid-July and 500 front-line crop advisors for the ag-service industry attended.

In the past, Alberta Agriculture, Food and Rural Development had a significant role in and a large group dedicated to information delivery. The recent restructuring of the sector was a major challenge to the school's continuing success.

But succeed it did. All clients responded they would recommend the Diagnostic Field School to others and 98.5 per cent were confident they received timely, leading edge information.

### Team Members

Jill DeMulder and Keith Topinka (Team Leaders), Roger Andreiuk, Lori Bowman, Karen Cannon, Bill Chapman, Dan Cole, Lloyd Dosdall, Alexander Fedko, Peter Gamache, Tom Goddard, Mike Hall, Linda Hall, Murray Hartman, Boris Henriquez, Jane King, Trevor Kloeck, Len Kryzanowski, Paul Laflamme, Ralph Lange, Ken Lopetinsky, Denise Maurice, Mark Olson, Nicole Olstad, Carol Sauchuk, Joan Seath, Dale Soetaert, Elston Solberg, Valerie Sowiak, Cameron Stevenson, Rick Tallieu, Trevor Wallace and Zhixiong Zhang



## Feasibility of a Therapeutic Essential Oil Industry in Alberta

*Project Team*

### Alberta Agriculture, Food & Rural Development

The goal of the Industry Development Sector within Alberta Agriculture, Food & Rural Development is to grow Alberta's primary agricultural production to \$10 billion and to grow its value-added industry to \$20 billion by 2010. Essential oil crops may enable farmers and processors to contribute to growth in both industries.

Before investing major resources to develop Alberta's therapeutic essential oil industry, a feasibility assessment was needed. The team working on this project identified the purpose, objectives, and milestones of the project and the resources required. Ongoing communication existed within the team and with its target clients and stakeholders using industry presentations, internal communication updates, and the Quickplace site, a web-based communication tool.

The feasibility assessment resulted in:

- identifying future market trends and opportunities for the industry;
- establishing a list of essential oil plant species with great market potential;
- identifying essential oil properties and oil quality required by users and buyers of essential oils;

- a comprehensive list of recommendations for developing the therapeutic essential oil industry in Alberta.

The project earned positive feedback from clients and stakeholders, as well as a 2003 Gold AAPEX Award—the Ministry's annual award for outstanding teamwork.

### Team Members

Rachid El Hafid and Kirsty Piquette (Team Leaders), Carmen Andrew, Dianne Belanger, Donna Benosky, Magda Beranek, Sarah Blanchette Oliveira, Tracy Bowers, Donna Fleury, Lavonne Gladstone, Linda Gnam, Linda Hawk, Guangzhi Liu, Nicole Huggins, Ordella Knops, Kathy Lowther, Matthew Machielse, Melodie Mynzak, Mary Ann Nelson, Robert Rogers, Elaine Stenbraaten, Jodi Stevenson, Marj Tunney and Maureen Wenger

## Bronze Award Recipient



### acsWorkLinks Employee Portal Project

*Project Team*

#### Alberta Children's Services

In 2002, Alberta Children's Services (ACS) launched the Worklinks Employee Portal project as part of their larger goal of adopting a more flexible and responsive child centered approach. Creating this ministry-wide e-workplace meant developing a state of the art portal to provide common information, tools, internal and external links, and access to applications to all ministry employees across the 10 regional authorities, the Delegated First Nations Agencies and the department.

The project was structured in three phases. IBM was engaged to carry out each phase, and all stakeholders groups provided input in most aspects of the project.

acsWorkLinks went live on October 20, 2003, and was one of the first fully Government of Alberta Enterprise Architecture compliant portals. Less than 12 months after it was formally initiated, the project was on time and below budget. The portal was well received and is used daily by most ACS employees. It has created a greater understanding of the overall functioning of the ministry and provides a common focus to all activities. As more content and additional collaborative tools are introduced, the project will create a truly province-wide e-workplace for all ACS employees and their community-based partners.

#### Team Members

Alick Brooke, Keray Henke, Frank Scarfone and Trudy Wilson (Team Leaders), Blair Addams, Suzanne Anselmo, Carol Brooks, Andy Cheung, Bruce Clarkson, Anita Cousineau, Sandi Darrell, Pierre Dery, Sue Dion, Jocelyn Doucette, Moh Farooqi, Jaime Fong, Betty Forster, Daniel Frank, Roxanne Fraser, Elaine Gill, Jennifer Grant, Marilyn Greig, Colleen Highet, Debi Hrynyk, Mitchell Kitagawa, Sandra Konowalchuk, George Kuan, Maureen Landry, Ben Mah, Brenda McLaren, Bill Mikkelsen, Faith Nielsen, Gord Niguma, Patrick O'Brien, Cheryl Orrell, Susan Sawka, Geordie Sinclair, Christine Sova, Darlene Swabb, Bernie Trudell, Tim Walger and Paul Yamamoto



## The Children's Forum

*Project Team*

### Alberta Children's Services

What does it take to put on a successful conference? The answer is simple: hard work.

The 2003 Children's Forum was a key strategic initiative identified personally by the Minister of Children's Services, the Honourable Iris Evans. The Children's Forum team began work in the summer of 2002 to build a conference to bring together and inspire those working to serve young people. Consulting with members of the community across Alberta, the team identified themes and created a meaningful agenda with stimulating speakers.

In the midst of planning came another strategic initiative that expanded the project scope: the launch of Alberta's Promise, a private sector program in which Alberta companies collaborate to support the needs of children from a corporate perspective.

The team overcame a myriad of logistical problems that emerged from the late addition of the Alberta's Promise launch and delivered a creative and worthwhile event on the dates intended (May 20 and 21, 2003).

The 2003 Children Forum was a resounding success. In the words of one key stakeholder, it was a "wonderful example of all sectors - government, corporate, and non-profit - working together on behalf of the children of our province."

### Team Members

Cynthia Farmer (Team Leader), Michaela Bily, Jackie Dickson, Theresa Gallivan, Darren Joslin, Graham MacDonald, Dione Nobrega, Heather Schreiber, Kristi Slavens, Harriet Switzer and Susan Taylor



## Bronze Award Recipient

### Wild Alberta Gallery

*Project Team*

**Alberta Community Development and Alberta Infrastructure**

The Habitat Gallery at the Provincial Museum of Alberta was a signature experience for visitors for 35 years. Created with painstaking attention to detail, each diorama in the gallery portrays animals in an actual scene in Alberta's diverse wilderness. By current standards, the Habitat Gallery appeared static and uninspiring, offering little contextual information about the feature animal and its environment.

By 1998, a full-scale redevelopment plan for the gallery was completed but shelved for lack of funding. In October 2001, the plans were revisited, and in September 2003, Wild Alberta became the most recent addition to the museum's long list of engaging exhibitions.

The Habitat Gallery was transformed into Wild Alberta through innovative and flexible processes and partnerships between the museum, Alberta Infrastructure, and the Federation of Alberta Naturalists. Its storylines are accessible, topical, and relevant to Albertans. The presentation of concepts and storylines are twinned with Alberta's K to 12 curriculum. And Wild Alberta's Field Station offers experiential learning activities that both complement and enrich traditional classroom projects.

Wild Alberta was a challenging, multifaceted, complex project that overcame financial, design, and time-related obstacles. It is now a benchmark for the Museum's renewal initiative for Alberta's Centennial.

### Team Members

Bruce McGillivray, Jon Newman, Glen Semenchuk and Tom Thurston (Team Leaders), Hannah Aaron, Jeannine Allard, Rae Allinson, Keith Allred, Maggie Ballantyne, Alwynne Beaudoin, Paul Beier, Loretta Bieneck, Bruce Bolton, Isabella Borrelli, Margot Brunn, Jim Burns, Julie Calderbank, Donna Cherniawsky, Victor Clapp, Wes Clarke, June Companion, Todd Crawshaw, Jade Dodd, Sarah Dukovac, Michelle Elfstedt, Gary Erickson, Leslie Eskelson, Verne Eskildsen, Albert Finnamore, Steve Fisher, Richard Foisy, Heather Gross, David Gummer, Roxanne Hastings, Nevin Hayter, Heidi Hoflin, Chad Hoflin, Lori Holowaychuk, Jocelyn Hudon, Steve Hull, Robin Humphreys, Scott Keast, Kelly Kruger, Brian Kulba, Diana Lake, Carolyn Lilgert, Barbara London, Mike Luchanski, Karen Mackie, Sheri Makowecki, Bill Malysh, Ryan Manickchand, Ken McCarthy, Bryan McMullen, Bryan Meagher, Peter Milot, Lisa Monsees, Ron Mussieux, Katalin Nagy, Marilyn Nelson, David Parama, Ken Patraschuk, John Reid, Karen Rimney, Ken Romanyshyn, Eileen Rytton, Crystal Schwengler, Linda Scott, Angie Smith, Ed Stankiewicz, Jay Staples, Colleen Steinhilber, Mark Steinhilber, Euan Stuart, Carsen Swann, Alison Taylor, Terry Thormin, Veronica Wake, Janet Waldon, Bill Weimann and Tim Willis



## 'Taking Care of Business' - Organizational Effectiveness Business Unit

*Ongoing Work Unit*

### **Alberta Energy**

For the Organizational Effectiveness Business Unit (OEBU), "taking care of business" is not a '70s pop song, it's a promise they fulfill every single day. In 2000, inspired by the desire to continually improve sound business principles, the OEBU was established to provide strategic resources to Alberta Energy's oil, gas and mineral commodity business units that recover the non-renewable resource revenue which makes 25-45 per cent of the total provincial budget revenue.

Comprised of five department Branches (Compliance and Assurance, Financial Services, Human Resources, Records and Information Management, and Scenarios and Forecasting), the OEBU has 127 team members, including 111 employees and 16 contractors.

To overcome the challenges of dealing with diversified service portfolios and clientele, the OEBU introduced a Service Excellence Initiative model. Through this model, the management team gives strategic direction and involves all levels of staff throughout all five branches in the development and deployment of the OEBU's values: respect, leadership, client satisfaction, continuous improvement, cooperation, and individual contribution.

Over four years, the OEBU has made strides in employee morale, client satisfaction, and stakeholder partnership and consultation. In 2003, the OEBU received a bronze award in the Premier's Award of Excellence.

### **Team Members**

Albert Chu, Diane Diamond, Claudette Edney, Diane Hector, Beth Holmes, Al Hume, Myla Jillings, Robert Sonego, Irma Tottier and Roc Xiang

#### **OEBU Directors**

Douglas Borland, Pauline Ma, Barry Thompson, Larry McGuinness, Audrey Ellis and John Buie

## Bronze Award Recipient



### Alberta Government Climate Change Project Team

*Project Team*

#### Alberta Environment

The Alberta Government is committed to reducing greenhouse gas emissions, even though the government of Alberta disagrees with the approach of the Kyoto Protocol. The provincial government wanted to use an approach that had longer timelines, was cost-effective for Alberta and would achieve better long-term emissions reduction.

The cross-ministry Climate Change Project Team faced many challenges as it worked to develop and implement a comprehensive made-in-Alberta climate change action plan for Alberta. Clients and stakeholders often held strong, opposing views, deadlines were tight and media scrutiny was intense. The team addressed challenges by building on solid relationships and ensuring clients and key stakeholders understood the need for a coordinated, long-term approach. The team stressed the importance of full consultation and being open to compromise, and members thought outside the box—a necessity as no model existed anywhere that mirrored what Alberta hoped to achieve.

In October 2002 the team's action plan won broad public support and was legislated in December 2003. It's the first of its kind in Canada and North America, and has established an overall emissions intensity target for Alberta. The legislation has influenced the national process and has been used as a model by other jurisdictions such as Western Australia.

#### Team Members

Mahmuda Ali, Stephen Dobson, Goldie Edworthy, Shannon Flint, Brent Lakeman, Don MacDonald, Bob Mitchell, Andy Ridge and Raymond Stemp (Team Leaders), Randy Angle, Stefan Bachu, Bruce Baugh, Darlene Boykiw, Michelle Brunet, Bill Calder, Martin Chamberlain, Daphne Cheel, Laura Chu, Jane Clerk, Mike Ekelund, Christeen Finzel, Randy Fischer, John Gibson, Lesley Gordon, Bill Gunter, Karen Haugen-Kozyra, Mark Haxby, Tanya Hope, Eddy Isaacs, Martin Kaga, Jerry Keller, Simon Knight, Robyn Kuhn, Kim Lakeman, Kirk Lamb, Les Lyster, Jerry MacPherson, David May, Robert Maybank, Larry Morrison, Anish Neupane, Garry Pocock, Ian Potter, Lawrence Schmidt, David Spink, Randy Steele, Darin Stepaniuk, Bob Taylor, Heather Veale, Brian Waddell, Sarah Waddington, Don White, Cindy Williams, Michelle Williamson, Raymond Wong and Sam Wong.



## Financial Hardship Unlocking Program

*Project Team*

### Alberta Finance

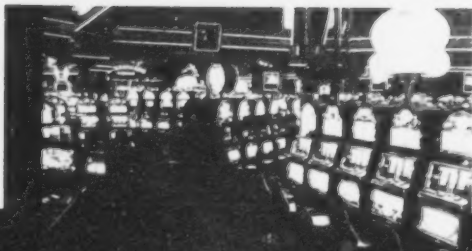
When leaving their employers, Albertans have the right to transfer money from a pension plan to a "locked-in" account. A provincial law prevents access to those funds until age 50, when they can begin to withdraw an income subject to maximum annual limits. While this law ensures the money is used to provide a retirement income and ease the burden on the social safety net, it lacks flexibility.

Case in point is a man who wanted to use his money from a locked-in account to provide quality palliative care for his terminally ill wife, but was prevented by law from doing so. The man wrote to the Minister of Finance. In turn, the minister directed the Employment Pensions branch of the Pensions, Insurance, and Financial Institutions division of Alberta Finance to design and implement the Financial Hardship Unlocking Program, a new program that would allow access to locked-in funds for financial emergencies.

The Employment Pensions staff overcame many challenges, including setting up the program to be operational within two months and implementing it within the existing budget. The result is an accessible program that allows access to locked-in funds for financial emergencies.

### Team Members

Ellen Nygaard (Team Leader), Ali Ahmad, Gerald Beaudry, Debralee Edwards, Leslie-Ann Fuller, Shauna Holmes, Sonya McAdam, David Mulyk, Mark Prefontaine and Janina Vanderpost



## Bronze Award Recipient

### Gaming Licensing Policy Review

*Project Team*

#### Alberta Gaming & Liquor Commission

Gaming activities ranging from raffles, pull tickets, bingos and casinos to video lottery terminals, slot machines and ticket lotteries generate \$1.2 billion for the Alberta Lottery Fund and provide over \$200 million to charitable organizations in the province. The Alberta Gaming and Liquor Commission (AGLC) conducts and manages provincial lotteries and licenses and regulates charitable gaming activities.

The Gaming Licensing Policy Review, initiated by the Minister of Gaming, has been a key priority for the last three years. The purpose of the review was to create a new gaming policy framework to address issues of growth in gaming in Alberta, and continue to ensure the effective regulation and socially responsible delivery of gaming.

A cross-divisional AGLC project team comprehensively examined all of the province's gaming policies and produced a 600-page final report entitled *Achieving a Balance*. It contained 61 recommendations approved by government in October 2001. These recommendations were implemented immediately, ensuring a socially responsible new policy framework that enhanced trust and collaboration with stakeholders, boosted corporate morale, and strengthened internal AGLC working relationships, forging a unified, positive corporate culture.

#### Team Members

Kent Verlik (Team Leader), John Annett, Don Greenleese, Gerry Keane, Penny Kleinmeyer, Alain Maisonneuve, Gord Matthew, Dermot Millar, Pat Sheptycki, Kevin Turner and Jeff Wyton



## Alberta Electronic Health Record

*Project Team*

### Alberta Health & Wellness

If technology now allows money to be safely accessed in machines around the world, why can't your mother's homecare worker use technology to know what medications her pharmacist gave her? At the urging of the Premier's Advisory Council on Health, the Health Accountability Division of Alberta Health and Wellness took the lead to ensure Albertans have improved access to health information.

The task was daunting, involving 100 hospitals organized into nine regions, 800 pharmacies, and 6,000 physicians, each with complex roles and different technologies and needs. Throughout the project, Albertans' privacy could not be compromised. To accomplish this, the Health Accountability Division, the departments of Information Management, Information Technology and Alberta Wellnet within the Health Accountability Division had to realign roles and responsibilities to develop a new model.

In just 22 months, the team planned, developed, integrated and deployed the Alberta Provincial Electronic Health Record to Alberta hospitals, homecare workers, and selected physicians and pharmacies. Work began in February 2002 and 160 sites were "live" by December 31, 2003. In addition to delivering on time and on budget, the project team attracted federal funding of over \$15 million to offset costs.

### Team Members

Patrick Binns, Barry Chatwin, Todd Herron and Linda Miller (Team Leaders), Freda Ainley, Gail Almond, Denise Bagnell, Peggy Breckenridge, Mark Brisson, Chris Chandra, Heather Cooper, Vern Fedorak, Paula Hale, Pamela Hamel, Brian Hamilton, Roger Harris, Kathy Jekabson, Monique Kell, Karen Kolach, John Kufuor-Boakye, Karen Lambert, Betty Loree, Gordon Lucas, Quinn Mah, Gordie Mah, Hani Mansi, Susan McLaughlin, Gregor McWalter, Lori Meadows, Joanne Pearson, Ian Phimester, Paul Poirier, Orlene Reimche, Wendy Robillard, Phil Robson, George Rudelich, Jack Semotiuk, Karen Shimko, Sonia Sinha, Christine Sova, Carole Stevenson-Roy, Doug Stich, Dale Stumph, Catarina Versaevel, Edwina Viegas, Doug Webster, Les Wold, Brad Wood and Dennis Woytas

## Bronze Award Recipient



### Alberta Health and Wellness' Healthy U @ Work program

*Project Team*

#### Alberta Health & Wellness

The key to sustaining Alberta's health system is to keep Albertans healthy. Healthy U @ work is a highly successful project developed and launched at Alberta Health and Wellness to help its employees become more physically active and make healthy eating choices. Healthy U @ work is a component of the Alberta government's province-wide Healthy U information and education campaign, launched in January 2003 to assist Albertans in achieving a healthier lifestyle.

Healthy U @ work was initiated at Alberta Health and Wellness in April 2003. Employees were offered a kit including information on physical activity and healthy eating as well as a pedometer and logbook. Initial components included a high profile launch, an intranet site, "lunch and learn" sessions, and contests. As employees embraced the program, other activities and challenges took place.

Despite short timelines, the project was designed, developed, launched, continuously enhanced and is now a sustainable program that will continue after the project phase is concluded.

Health and Wellness employees have increased their levels of physical activity and there are signs they are improving their nutritional choices.

The demand for the program and resources has been overwhelming as other ministries and workplaces across Alberta move to implement Healthy U @ work.

#### Team Members

Neil MacDonald (Team Leader), Claire Belanger, Deborah Borchert, Grace Burns, Linda Findlay, Johanne Gurke, Barb Hansen, Alexandra Hildebrandt, Karen Huxley, Brenda Johnston, Yvonne Lloyd, Amy Lo, Chantal MacLean, Leslie Majeau, Dru Marshall, Angella Matthew, Jeff McDonald, Kelly McGallan, Lynn McIntosh, Linda McKay, Keith McLaughlin, Judith Moodie, Judy Newman, Catherine Riam, Lisa Sedersky, Edi Skoropad, Lynn Stephens, Wally Tarnawsky, Marilyn Wakaruk, Jacqueline Wassing and Sherri Wilson



## Provincial Personal Health Identifier (PPHI)

*Project Team*

### Alberta Health & Wellness

The provincial health care system consists of many private and public sector organizations, each with their own databases for recording client information, often incompatible with each other. Identifying the need to improve efficiencies, The Deputy Minister of Alberta Health and Wellness authorized the initiation of the Provincial Personal Health Identifier (PPHI) project in July 2001. It signaled a new era in secure, accurate, cross-organization health care provision and administration.

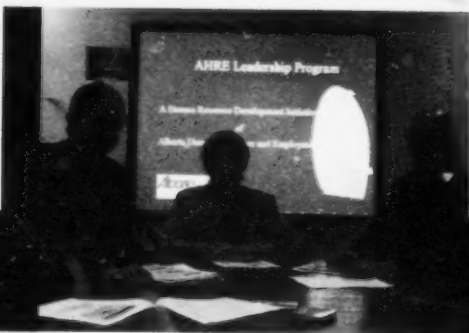
The first version, called PD Release 1, was implemented in April 2002. A multi-disciplinary team was assembled to develop and deliver the finalized system by April 2003. A number of teams comprised of department staff and contractors worked together to ensure clients had continuous input into the project.

The distribution of personal demographic information and the ability to update it province-wide called for a major shift in responsibilities from a centralized model within Alberta Health and Wellness to users in the health system. The project accomplished its objective of providing secure access to personal identification and demographic information to authorized users in Alberta's health system.

Since April 2002, some 1,700 users have accessed the system, performing over 20,000 inquiry transactions each month. Since the implementation of PD R2, user numbers have doubled.

### Team Members

Dennis Hulme, Ilana Knisely, Bruce Lewis, Dave Macpherson, Donnie Maddia, Todd Paskall, Janet Skinner and Malcolm Steele (Team Leaders), Nick Akers, Edith Amend, Rob Armstrong, Denise Bagnell, Les Bell, Warren Benson, Alex Bernstein, Ravi Bhatnagar, Louis Bourassa, Chris Chandra, Shoon-Tin Chong, Jan-Marie Chrzanowski, Phil Clarke, John De Haan, Donna Desmond, Lawrence Dombro, Jean Duteau, Terry Easson, John Elm, Tony Foote, Rajeev Goonwardene, Oleg Gorodetskey, Myrna Gosnell, Melanie Groenveld, Bob Hamburger, Clarence Hinse, Randal Hui, Wayne Ingram, Cathy Julien, Nehal Koticha, Claire Larson, Angela Lau, Alan Leung, Gordon Lucas, Julia Ma, Murray Mabbott, June MacGregor, Karen Mah, Trevor McCloy, Jody McKay, Lloyd McKenzie, Karen Miles, Miodrag Milinkovic, Glen Mitchell, Brinda Narayan, Thai Nguyen, Rob Paradis, Stacy Penner, Jan Peterson, Harvey Plain, Rachel Prefontaine, John Quince, Nancy Ramage, Slobodan Rasetic, George Rudelich, Dean Sandham, Jodi Seitz, Gord Shimbashi, Ka Shun Yung, Karla Souza, Andy Stechishin, Jeremy Stemo, Donna Strating, Sudha Subramanian, Maja Sudol, Jeff Takeyasu, Joan Taylor, Derek Thomas, Al Toma, Reinhardt Tonn, Carolyn Trainberg, Neal Troniak, Derrick Tucker, Glen Vallance, Hai Van Tran, Annette Van Woerkom, Linda Vanneste, Susan Watson, Les Wold and Jan Yakymyshyn



## Bronze Award Recipient

### AHRE Leadership Program Pilot

*Project Team*

#### Alberta Human Resources & Employment

Alberta Human Resources and Employment (AHRE) serves Albertans through programs that build individual capacity and provide income security, career development, and safe and effective workplace practices. With the launch of the Leadership Program Pilot, the department demonstrated that its vision: "Alberta works, because we invest in people", also applies to its own staff.

AHRE created the pilot to develop the leadership capacity of all staff, regardless of their position within the organization. Guided by a vision of "leadership from the file room to the boardroom", the team examined the leadership learning and development needs of department staff and identified best practices and emerging trends in leadership development. They used this as the basis for a comprehensive leadership development program that would meet current and future needs of department staff.

Since its launch two and a half years ago, the AHRE Leadership Program has been an outstanding success. With 276 participants enrolled, including active "leaders in training" and two groups of program graduates, the program continues to grow. According to a recent assessment, over two-thirds of the initial participants have seen a measurable improvement in their leadership behaviors. The program is indeed building leadership from the file room to the boardroom.

#### Team Members

Colleen Crickmore (Team Leader),  
Fred Jacques and Rick Tyre



## Calgary Community & Business Services

*Ongoing Work Unit*

### Alberta Human Resources & Employment

Community & Business Services is a unit of Alberta Human Resources and Employment's Delivery Services branch in the Calgary region. It provides programs and services to unemployed and low income Albertans by forging relationships in the community and entering into productive, high quality contractual agreements with various organizations to deliver them.

The process of contract management is the expertise of Community & Business Services unit. The advantage to clients is obvious. By helping Albertans, and working with industry, the economy in Alberta also prospers.

Challenges over the past two years include:

- implementing agreements with educational institutions to take over Assessment and Case Management for AHRE clients attending their programs;
- implementing a new computerized system for contract management;
- dealing with increasing budget pressures and department-wide hiring freezes while managing increasing demand for services and increasing expectations.

Community & Business Services has succeeded in providing clients with invaluable career assistance, training for the unskilled, or retraining for displaced workers, in an ever-changing, dynamic labour market. By focusing efforts on deliverables - success rates in particular - the clients are assured of quality, cost-effective programs and services, and Alberta benefits from productive participants in the workforce.

### Team Members

Caroline Fairbrother and Pat Firminger (Team Leaders), Shyrose Allidina, Laird Anderson, Andrea Bekei, Carmen Clawson, Suzanne Cooper, Stuart Cox, Robert Dempster, Ann Feasel, Wayne Gill, Ian Gray, Denise Hansen, Linda Hansen, Jim McLaughlin, Debra Mercer, Elaine Rewcastle, Sandra Starling, Ila Stevens, Dan Szoo, Evelyn Tait, Pauline Taylor, Carol Wentz, Christine Wilderman and Rupert Wilson



## Bronze Award Recipient

### Edmonton North Area Front End Services Unit - AHRE, And Then There Was One

*Ongoing Work Unit*

#### Alberta Human Resources & Employment

In May 1999, Alberta Human Resources and Employment (AHRE) was born out of a merger between the Ministries of Labour, Advanced Education and Career Development, and Family and Social Services. The merger aligned Labour Market and Income Support programs and services for Albertans.

In April 2002, the Edmonton North Area defined a new service delivery model that combined front-end staff into one unit. Currently, front-end services are delivered by 25 staff at three Edmonton North worksites, increasing accessibility for clients with diverse demographics and unique needs. Challenges arose as staff were expected to perform the same tasks without a change in classification. In addition, the unit continued to provide services as staff underwent cross-functional training.

Staff have created a cross-functional team where they are able to deliver a number of complex programs while maintaining high morale and continued client satisfaction, demonstrating that a fully cross-functional role can be achieved.

In January 2004, the ministry introduced the Income and Employment Supports Act. AHRE staff are well positioned to move forward into this next phase of service improvement.

#### Team Members

Pat Campbell, Kevin Inkster and Nesa Rollingson (Team Leaders), Michelle Allen, Joe Arezes, Terry Basaraba, Margaret Bonko, Peter Boyko, Donna Bruce, Bonnie Curtis, Aman Dhaliwal, June Drapeau, Deborah Ducherer, Barb Fink, Karen Fong, Sharon Groshok, Carmela Marrello, Jeanette Martin, Rhonda Mayers-Reid, Tina Mellroy, Laura Mould, Anar Murji, Connie Nockowsky, Coralie Podealuk, Nancy Poppe, Debby Remis, Nathalie Rheume, Jill Rovensky, Debbie Schell, Marie Trudel, Don Tymchuk, Candace Walker, Bonnie Wetmore, Hazel Yakiwchuk and Kim Zaporosky



## Rededication to Service - Amalgamation of City Centre Area Project

*Project Team*

**Alberta Human Resources & Employment, Alberta Infrastructure and Alberta Corporate Service Centre**

It was a move that created opportunities for many people. When Advanced Education and Career Development, Labour and Alberta Family and Social Services came together to form the department of Human Resources and Employment in 1999, these previously separate ministries integrated their services. The "Rededication to Service - Amalgamation of City Centre Area Project" ensured the City Centre Area Alberta Service Centre would meet the ministry's business plan through an integrated approach to career, training, employment, and financial services.

The project team included Alberta Corporate Service Centre, Alberta Infrastructure, and Alberta Human Resources and Employment. An overall budget of approximately \$2.3 million was approved. A site was secured in Edmonton's inner city on 105th Street, but needed extensive work, including an addition to the building and major renovations. The final expenditure was approximately \$1.5 million.

The City Centre Area Alberta Service Centre now provides one-stop shopping for people in employment, career, training, or financial transition. Staff celebrated the project's conclusion by inviting the community and the department to the office to share in the pride of accomplishing their goal of redefining service in the inner city.

### Team Members

Debbyann Solway (Team Leader), Wendy Barrie, Aaron Bourgojn, Angela Crowder, Penny Hennig, Lisa Iuretig, Guy Mageau, Kent Phillips, Michele Roach, Judy Smith, Sylvain Sanscartier, Bill Swanson and Cheryl Yuzwenko



## Bronze Award Recipient

### International Governance Office

*Ongoing Work Unit*

#### Alberta International & Intergovernmental Relations

Can four individuals change the world?

The four staff members who make up the International Government Office (IGO) are proof that with effort, expertise, and teamwork, the world can be made a better place. Since its inception in 2000, the IGO has had a clear vision: sharing knowledge to help other countries prosper. The only office of its kind in Canada, it has helped foreign governments introduce new legislation and implement new policies and procedures that ultimately build a brighter, more secure future for their citizens.

The IGO has shared the Alberta government's best practices in fiscal management, energy regulation, and federal/provincial relations with over 40 delegations comprised of approximately 800 government officials from 11 countries, including Russia, Ukraine, South Africa, China, and Mexico.

Part of the IGO's success must be attributed to the guidance and assistance of the Alberta government's International Governance Office Advisory Committee and the International Markets IFI Coordinator of Economic Development. With the involvement of its stakeholders, the IGO has helped bring Alberta's best practices into the international spotlight.

#### Team Members

Aniko Parnell (Team Leader), Aimee Charest, Rockford Lang and Natasja Treiberg



## Creating Provincial Training Opportunities in Diagnostic Imaging Through Interagency Cooperation

*Project Team*

### Alberta Learning and Alberta Health & Wellness

In July 1999, Capital Health representatives alerted Alberta Learning officials of a growing crisis: Alberta and Western Canada were experiencing an urgent need for training of diagnostic medical sonography and magnetic resonance imaging technologists. To address this issue, Alberta Learning, assisted by Alberta Health and Wellness, established a Provincial Diagnostic Imaging Resource Planning Education/Training Steering Committee in November 1999.

In the world of government-client working relationships, this project was unusual. It required each agency to share scarce resources and expertise to address a common crisis: insufficient resources to meet the employment demand for diagnostic imaging personnel in Alberta.

The steering committee included members from across ministries as well as professional associations and guests. By translating the clients' needs into well defined and mutually agreed upon outcomes, the committee agreed on key training and employment issues to be resolved.

Meeting regularly over 39 months, the steering committee completed its work in January 2003.

It succeeded in designing and implementing four new education programs; increasing training opportunities by approximately 125 first-year spaces; preparing approximately 100 diagnostic imaging graduates per year when fully implemented; and implementing a provincial process for shared delivery of diagnostic imaging training.

### Team Members

Heather Ahl, Stan Bara, David Buehler, Bryan Buell, Marcia Docherty, Bill DuPerron, Terry Ell, Fran Govier, Shirley Holloway, Ellen Hughes, Kevin Indergaard, Pat Laevens, Denise MacIver, Lina Maidens, Carla McAuley-Gilmore, Ivan Olsen, Sultana Proctor, Marlene Raasok, Larry Sauve, Paul Schmit, Laura Schneider, Bert Seinen, Ellen Smith and Sharon Veinot

## Bronze Award Recipient



### Municipal Infrastructure Management System (MIMS)

*Project Team*

#### Alberta Municipal Affairs

In 1999, the Premier's Task Force on Infrastructure led to a significant infusion of new provincial funds into municipal infrastructure. To address infrastructure challenges in a sustainable manner, Alberta Municipal Affairs initiated discussions with the Alberta Urban Municipalities Association and the Alberta Association of Municipal Districts & Counties in early 2000. The Local Government Administration Association, the Alberta Rural Municipal Administrators Association, Alberta Environment and Alberta Infrastructure (later Alberta Transportation) were also invited. These diverse entities became the key partners in the Municipal Infrastructure Management System (MIMS) initiative.

The goal of the partnership was to help small to medium sized municipalities gather information about their infrastructure assets in a standardized format, and use that information to more effectively manage such assets. Understanding the autonomy of municipal governments, the MIMS partners knew that municipal use of any infrastructure management solution would have to be voluntary. MIMS also had to be suitable for use by smaller and less technically-sophisticated municipal operations.

From January 2000 to June 2003, the MIMS team worked directly with municipal clients to develop and refine a user-friendly infrastructure management system. MIMS Version 3.0 is now used in 45 municipal offices across Alberta, with another 30 municipalities currently awaiting training.

#### Team Members

Stan Hayter, Barry Huybens and Brian Quickfall (Team Leaders), Qamber Ali, Dan Bader, Frank Coutney, Debbie Hamilton, Andrew Hanley, Richard Mah, Ed Marchak, George Nicol, Christina Parkins, Brad Pickering, Shashi Ramchandani, Gary Sandberg, Rod Schatz, Bob Sharp, Laurel Sim, Brian Underhill, Kevin Van Den Bruel, Alec Waters and Amy Yu



## Environmental Management System Development

*Project Team*

### Alberta Transportation

Caring for the environment has been a growing concern for many organizations. Alberta Transportation took that concern a step further by making the environment a priority issue. It developed a comprehensive system to manage the impact of the department's activities on the environment.

The goal of Alberta Transportation's Environment Management System (EMS) project is to make environmental considerations part of daily activities. Clients of the project were members of the Divisional Executive Committee of the Transportation and Civil Engineering Division of Alberta Transportation.

With assistance and advice from Stantec Consulting Ltd., and with a diverse range of stakeholders including department staff, private sector partners, interest groups, and the public, the project team modeled the EMS on internationally recognized standards (ISO 14001). As a result, a comprehensive quality approach was developed for managing the environmental impact of the department's activities. A comprehensive manual detailing the specifics of Alberta Transportation's Environment Management System was created. The team also developed training modules and a schedule to ensure that appropriate training takes place.

The project team is moving into its second phase of work. Soon, EMS will expand to include all divisions within Alberta Transportation.

### Team Members

Ron Middleton and Don Snider (Team Leaders), John Albiston, Ian Baird, Dana Becker, Terry Carter, Brian Daniel, Nino DeLaurentis, Sal Hasham, Tim Kihn, Neill McQuay, Teresa Meadows, Chris Peterson, Roger Skirrow, Joanne Smart, Helen Tetteh-Wayoe, Ralph Witten, Paul Workman and Bruno Zutautas



## Bronze Award Recipient

### The Dangerous Goods and Rail Safety Branch

*Ongoing Work Unit*

#### Alberta Transportation

It might be a small unit of specialists, but strategic alliances have assisted the Alberta Dangerous Goods and Rail Safety program to become a leader in Canada and influence international standards.

Program delivery is affected through three operational sections, each with its own role:

The Co-ordination and Information Centre is a 24 hour, 7 days-a-week call centre providing technical information on hazardous chemicals; co-ordinating the response to chemical spills on Alberta highways; administering provincial permits; publishing web-based technical bulletins; posting messages on Highway 2 and the Deerfoot Trail's highway signs.

Dangerous Goods Inspection Services include five Dangerous Goods Inspectors in Alberta and a Chief Inspector in Edmonton. They are all responsible for tasks such as investigating identified or suspected non-compliance instances with the federal or provincial dangerous goods legislation, and providing expert technical assistance to municipal first response agencies.

Rail Safety regulates the operation, maintenance, construction, and reporting of accidents for amusement, industrial, and inter-provincial public railways in Alberta.

The branch has been very effective in working with clients to identify and resolve issues before they become significant concerns.

#### Team Members

Shaun Hammond, John Harpin and Terry Wallace (Team Leaders), Leonardo Alvarado, Bev Ashton, Al Carlisle, Bob Clyne, Bruce Laidlaw, Jerry Lennox, Dawn Morrow, Malcolm Mullin, Knut Ohm, Carsten Olesen, John Oman, Stephen Tsang and Dianne Winchester



2004

PREMIER'S AWARD  
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OTHER ★ SUBMISSIONS



## Other Submissions

### AADAC's School Strategy - Get into it!

*Project Team*

#### Alberta Alcohol & Drug Abuse Commission

Early intervention is key to addressing addiction issues in Alberta's youth and families. It's so important, the Alberta Alcohol and Drug Abuse Commission (AADAC) identified the need to develop and deliver school-based information, prevention, and early intervention strategies in its 2001 Business Plan.

Through a collaborative process involving a cross section of AADAC staff from across the province, AADAC created the School Strategy to plan, design, implement and manage a "flagship" school-based prevention and targeted intervention program for Alberta's youth.

Although the budget for the project was reduced in October 2001 as part of budget restraints, AADAC staff, key ministries and AADAC's Executive Corporate Planning Committee implemented a transition plan to develop the School Strategy with existing AADAC resources.

AADAC's School Strategy includes:

- the conceptual view of AADAC's school program;
- a vision for future school-based programs;
- a focus on seven priorities, 11 preferred strategies and priority grade levels;
- an understanding of major service gaps;
- guidelines for future development.

AADAC's School Strategy continues to be the foundation of AADAC's ongoing work with schools, providing AADAC staff with current best practice strategies to respond to the needs of schools in their communities.

## Other Submissions

### **The Alberta Tobacco Reduction Strategy - Tobacco Reduction Unit**

*Ongoing Work Unit*

#### **Alberta Alcohol & Drug Abuse Commission**

In April 2002, the Alberta government launched the Alberta Tobacco Reduction Strategy (ATRS), a comprehensive health initiative to reduce smoking in Alberta.

The initiative involved:

- leadership and coordination;
- increasing taxation on tobacco products;
- prevention and education programs;
- information and public awareness campaigns;
- legislation to prevent youth from using tobacco;
- and resources to help smokers who want to quit.

Mandated to lead and coordinate the ATRS on behalf of government, AADAC established a Tobacco Reduction Unit. Many key initiatives were launched during the first 21 months of operation. These initiatives, in partnership with key stakeholders including other government departments, regional health authorities, NGO's, and Aboriginal people, will help achieve ambitious performance goals to reduce:

- the percentage of Albertans who smoke;
- the consumption of tobacco products;
- the number of youth starting to smoke;
- the percentage of women who smoke during pregnancy.

Progress has already been made. According to Statistics Canada's 2002 Canadian Tobacco Use Monitoring Survey, the percentage of smokers dropped in the province from 25 per cent in 2001 to 23 per cent in 2002. This represents 44,000 fewer smokers and an estimated cost avoidance of \$200 million per year.



## Other Submissions

### Child Care Subsidy e-Business on Demand

*Project Team*

#### **Alberta Children's Services and Alberta Innovation & Science**

In 2002, Children's Services partnered with Innovation and Science and IBM to launch a pilot project that would build an e-business product to enhance service delivery. The goal was to create an online application process for parents wishing to apply for a child care subsidy.

Team members developed an e-business system to provide clients with a quicker, simpler and more transparent assessment of eligibility and an easier, more accessible application process. Despite significant internal changes within Children's Services and the Child and Family Services Authority, the goal was to create an e-business on demand system for the Child Care Subsidy Program. This goal was kept in focus as team members worked through a change management process to redesign existing business rules and develop a system that would work for clients.

The new e-business system is a success. IBM has presented this solution to other governments looking for new models for subsidy application. Innovation and Science plans to use the concept to capitalize on the SuperNet investment, minimize the cost of supporting IT, and leverage common standards, infrastructure and solutions across government. Children's Services can provide quicker, simpler and more transparent assessments of eligibility as well as reduced administrative effort, subjectivity and complexity in the application process.

### FASD Practice Standards

*Project Team*

#### **Alberta Children's Services**

The story behind Fetal Alcohol Spectrum Disorder (FASD) Practice Standards for Child Welfare is one of belief in an ideal and the tenacity to turn it into reality.

To ensure the organization itself is a viable, long-term "good guardian" to children diagnosed with FASD, Southwest Alberta Child and Family Services (formerly Sun Country Child and Family Services Authority) formed a project team to guide the development of FASD Practice Standards for Child Welfare.

The team met regularly for 10 months between May 2001 and February 2002. In March 2002, FASD Practice Standards were submitted and endorsed by Southwest Alberta Child and Family Services Regional Management Committee. Upon endorsement of the pilot implementation process, the team requested financial support from the ministry. Its first attempt in 2002 was not successful, due in part to cost.

Believing strongly in their project, the team kept working. In spring 2003, the University of Calgary agreed to conduct research on the group's work. With the additional support of the University of Calgary, the project team submitted another proposal. On July 24, 2003, financial assistance from the ministry was forthcoming, and the initial mission was accomplished.



## Other Submissions

### **Streamlining and Consolidation Project - Multi-Ministry Warehousing and Distribution**

*Project Team*

#### **Alberta Corporate Service Centre**

You'd think that streamlining a process like storage and distribution of government forms and publications would be achieved by simply filling out a form in triplicate. Picture this: Alberta Corporate Service Centre (ACSC) staff scaling mountains of cardboard boxes, purging obsolete items and eliminating duplicate products, breathing enough dust to choke a horse and numerous tractor-trailers pulling up to warehouse loading docks.

That's what it took to fit multiple ministries products into just two warehouses. In doing so, the Forms Management team at ACSC created a "One Service Window" for Government of Alberta ministries and the dozens of agencies that serve the people of Alberta.

Now when service providers require government forms and publications they log on to one website and simply click on what they need. ACSC's "One Service Window" is easy, fast, and saves money.

One private company now provides all warehousing and distribution for multiple government services and outsourcing agreements under one Alberta government contract. The savings in dollars to date from this consolidation project total \$180,205.28. The dollar value of convenience for customers brought about by "One Service Window" is beyond measure.

### **Emigrate 2003/ Immigration Showcase Germany**

*Project Team*

#### **Alberta Economic Development and Alberta Agriculture, Food & Rural Development**

Skilled labour shortages are a reality in rural Alberta. To address this challenge, a cross-ministry initiative was created to market Alberta as an attractive destination for investment and immigration. The Investment Attraction Branch of Alberta Economic Development partnered with four of Alberta's regional alliances made up of communities working together to address long-term economic growth. Alberta Agriculture Food and Rural Development, the Alberta Real Estate Association, the only private partner, and the Federal Republic of Germany (Labour Market Office) completed the team.

The Alberta team presented a successful workshop with the Federal Republic of Germany to promote the Young Workers Exchange Program, targeting German youths 18-35 in Dresden and Bonn with university training and/or trade experience. The German government also advertised the Albertan positions on its national website and in weekly labour market magazines. In England, the Alberta team attended Emigrate 2003, the world's largest immigration trade show attracting over 18,000 visitors annually. Alberta's booth was the most popular of all Canadian booths with more than 2,400 participants.

Within six months of the project's completion, Alberta companies received over 450 foreign worker resumes, 25 exploratory visits were conducted, and 16 potential German employee landings were pending - the majority in rural Alberta.



## Other Submissions

### Environment Week 2003

*Project Team*

#### Alberta Environment

Because June 5th is World Environment Day, Alberta Environment established a national and provincial Environment Week each year at the beginning of June. Environment Week has celebrated environmental successes and extended educational programs to a broad audience since 1989.

Led by the Education and Outreach Section of Alberta Environment, the 2003 Environment Week project provided environmental education programming across the province. Its goals were to:

- increase provincial awareness of environmental issues;
- provide tools to build capacity for regional delivery;
- and provide overall coordination of Environment Week.

Provincial awareness for the 2003 Environment Week was built in many ways, including the design, development and delivery of websites, t-shirts and posters, curriculum resources for teachers, and opportunities to feature educational information in provincial media. Resources were also provided to assist regions in delivering local events.

Environment Week is a recurring project with a fixed deadline. The planning window for it runs from January to June each year. By building on the existing capacity and expertise within the Education and Outreach Section, the 2003 project team enhanced the project's reach and built on existing partnerships.

### First Nations in Alberta: A Focus on Health Service Use

*Project Team*

#### Alberta Health & Wellness

Research by the Health Surveillance Branch of Alberta Health and Wellness showed the health status of Aboriginal people in Alberta to be poor. However, no systematic process was in place to monitor their health. This project addressed this gap, and created an evidence base for the Alberta Aboriginal Health Strategy and the cross-ministry Aboriginal Policy Initiative.

A project coordinator with significant ties to the Aboriginal community was engaged, committing to a bicultural process where Aboriginal traditions played a role equal to the rational processes of government and science. An advisory committee included Aboriginal elders and experts in Aboriginal health. Meetings used a mixed model of traditional western and Aboriginal approaches, in particular, the talking circle. The final report focused on issues presented by the elders. Data analysis and report preparation were responsibilities of the project coordinator and Health Surveillance Branch staff, who created a database to share a broader array of information than contained in the report.

This project signals an improved working relationship with First Nations people in Alberta. As well, the methods developed now enable Alberta Health and Wellness to respond to ongoing information needs of First Nations people in a timely manner.



## Other Submissions

### Professional and Administrative Support Action Team (PASAT)

*Ongoing Work Unit*

#### **Alberta Health & Wellness**

How do good concepts grow? How does a one-person initiative transform into a team venture? Ask anyone involved with the Professional and Administrative Support Action Team (PASAT).

Born in 1996, the Out-of-Country Health Services program was newly named the PASAT in 2002 in recognition of its evolution from "one individual" to a "team." An ongoing work unit of the Program Services division of Alberta Health and Wellness, the PASAT provides administrative and professional support to the Out-of-Country Health Services Committee (OOCHSC). Its team coordinates application intake, correspondence and file maintenance, handles telephone inquiries/complaints, conducts appropriate medical/clinical research, and adjudicates out-of-country claims pertinent to OCHSC funding approvals.

With the input of clients and stakeholders, the PASAT was developed and implemented as a self-directed team model with a focus on client-driven innovation and commitment to continuous improvement.

At first, the lack of incremental staffing posed a challenge. The problem was resolved through long-term creative human resource planning, supported by senior management and the Health and Wellness ministry's Human Resource Services. Currently, the PASAT is an efficient and cost-effective team working toward the final stage of fine-tuning its sense of "self direction" while maintaining its integrity in delivering services to its clients.



## Other Submissions

### Student Funding Contact Centre

*Project Team*

#### Alberta Human Resources & Employment and Alberta Learning

In 2001, a joint ministry report recommended a centralized student funding contact centre be formed to respond to inquiries about funding programs offered by Alberta Learning and Alberta Human Resources and Employment.

In 2002, the Student Funding Contact Centre (SFCC) work group was established with cross-ministry membership to:

- identify potential issues, impacts, benefits and costs;
- finalize and affirm the appropriateness of the movement to a centralized student finance call centre;
- and, if appropriate, prepare an implementation plan including facility and technology requirements.

The challenges facing the project team included:

- the fixed constraint on the project schedule based on the operational requirements of the student funding business;
- the impacts on staff from both departments and resolution of complex and unique human resource issues;
- and, the complexity of managing a multitude of details in a short time frame

The SFCC work group overcame tight timelines to implement a centralized, consolidated, contact centre that provides expert consultant services to people across Alberta, to other departmental staff and to partners at educational institutions using state of the art telephone and email correspondence systems.

## Other Submissions

### **TWIST (The Wellness in Innovation and Science Team)**

*Ongoing Work Unit*

#### **Alberta Innovation & Science**

Throwing new "twists" into the work environment can do wonders for employee wellbeing. The Wellness in Innovation and Science Team (TWIST) is a voluntary committee with a mandate to do just that. With representatives from each business area, TWIST is team-oriented, inspiring, proactive, inclusive, and fun.

While there is a formal structure and terms of reference, TWIST embraces a more free-flowing sub-structure, allowing individuals to try new ideas and exercise leadership skills. TWIST advocates taking risks. It embraces new ideas to affect positive change by:

- creating a sense of community and injecting fun into the work environment;
- creating balance through noon-time diversions that address more personal or non-work-related interests;
- alleviating stress;
- increasing employee morale;
- and creating best practices.

Formal and informal accomplishments include successfully launching the newsletter TWIST & Shout!, hosting TWISTmas, a week of on-site holiday activities, and redesigning the TWIST website.

As a volunteer committee, creativity and resourcefulness are paramount to success. TWIST enjoys unique freedoms including being non-bureaucratic, taking risks, and offering people opportunities to take on leadership roles. Twist is committed to evolve and improve on past successes, and raise the bar on wellness at work in the public sector.



## Other Submissions

### **Security Bill - Security Management Statutes Amendment Act, 2002**

*Project Team*

#### **Alberta Justice & Attorney General**

On September 11, 2001, shocked Albertans watched the scenes of destruction and loss of life that affected more than 80 countries, including Canada. They also wondered: was Alberta safe?

Premier Klein took immediate steps to protect Albertans. The Premier created a Ministerial Task Force on Security, under the guidance of Honorable Halvar Jonson. The task force would review and strengthen all provincial security and emergency response plans. The Security Management Statutes Amendment Act (the Security Bill) was created, amending 17 legislative acts while preserving Albertans' fundamental rights and freedoms.

Under the leadership of Alberta Justice and the direction of the Ministerial Task Force, participating ministries, and stakeholders, the Security Bill enabled Alberta to, among other things:

- better identify public health threats and respond to public health emergencies, including SARS;
- address possible terrorist threats to energy supplies;
- control access to public lands and highways during heightened emergencies;
- redefine "weapons" to include biological and other weapons;
- make it difficult to obtain false I.D. through driver's licenses and other documents;
- stop charitable organizations from raising funds for groups associated with terrorist activities.

The Security Bill created a stronger foundation for safe communities and a lasting peace in Alberta.



## Other Submissions

### Comprehensive Survey Framework

*Project Team*

#### **Alberta Learning**

The Alberta government created Alberta Learning by combining the departments of Alberta Education and Advanced Education and Career Development. As a result, a need arose to standardize policies and business practices. To systematically coordinate strategic and business planning processes, and to provide data for a large number of department performance measures, an interdivisional working group carried out a harmonization of survey research activities.

After scanning literature of national and international jurisdiction survey processes, to identify best practices in this field, and after conducting an inventory and detailed analysis of current Alberta Learning survey policies and practices, the group developed a comprehensive survey framework document. It outlined four recommendations: create a comprehensive survey research policy, guidelines and best practices document; establish an ongoing survey advisory group; develop an intranet-based survey calendar; and create a survey data storage capability.

While dealing with existing high workloads and the usual resistance to change resulting from the merger, the team developed a widely-accepted comprehensive survey framework that helps the department:

- coordinate all surveys;
- align survey developments with three-year business plans;
- and promote high standards in the design and conduct of surveys.

## Other Submissions

### **Implementing Alberta Counter-Terrorism Crisis Management Plan**

*Ongoing Work Unit*

#### **Alberta Municipal Affairs and Alberta Solicitor General**

Following the events of September 11, 2001, Alberta recognized that terrorist attacks on North America were a new reality demanding an effective response. The Government of Alberta feared that, as a major supplier of energy to the US, Alberta could become a target. On September 12, 2001, Alberta formed a Ministerial Task Force on Security to review the province's preparedness for terrorist activity and develop a crisis management plan.

Two full-time teams were created: Alberta Municipal Affairs' Crisis Management Program (CMP) team, supported by the private security firm TOCRA, Inc., and the Solicitor General's Security and Information Management (SIM) Unit. The teams enlisted the help of the ten departmental counterparts that oversee sectors critical to the well being of all Albertans, such as energy and drinking water. Together, they approached other governments and industry leaders to determine worst-case scenarios that would "turn the lights out" in Alberta.

In 28 months, the 12-member CMP and SIM teams brought together 18 work groups to deal with those issues. Using the expertise of over 200 agencies to create the Alberta Counter-Terrorism Crisis Management Plan, the team built a framework for detecting and identifying threats to Alberta before lives are lost or damage is done.



## Other Submissions

### **Underground Petroleum Storage Tank Site Remediation Program Initiation**

*Project Team*

#### **Alberta Municipal Affairs**

Due to amendments to the Alberta Fire Code in 1992, and changes to the Environmental Protection and Enhancement Act, owners of underground petroleum storage tanks were required to test the integrity of their tanks and upgrade them to meet new, stringent, safety and environmental standards.

Compliance would demand a significant financial investment from owners. To investigate ways of easing any financial hardship to the owners, Alberta Municipal Affairs created a grant program to provide owners with partial funding assistance and access to the necessary technical expertise to properly test and clean their tanks. The program, the Underground Petroleum Storage Tank Site Remediation Program, was the first of its kind in Canada.

With no previous model to follow, and the challenge of a short time frame and financial constraints, the project was announced in October 2000. It had a budget of \$10 million, which had to be spent by March 2001. The second year's budget of \$70 million-later reduced to \$50 million-was to be spent by March 2002.

By the end of the project, all program funds had been committed via Conditional Grant Agreements and were being used by clients on approved testing and clean-up plans.



## Other Submissions

### Alberta Seniors Benefit Program

#### *Ongoing Work Unit*

#### **Alberta Seniors**

In 1994, the Alberta Seniors Benefit program replaced four existing seniors' financial programs operated by three different ministries. This change in focus meant that the methods of identifying clients and paying benefits needed to be more data-intensive. Eligibility factors now include emphasizing income, residence status, marital status and Old Age Security eligibility.

Since late 2000, the team's work revolved around building the infrastructure to sustain the inevitable growth of the client base over time (Alberta's senior population increases by over 10,000 per year). In April 2001, seniors' service functions were elevated to ministry status, creating significant motivation to focus on long-term improvement goals.

The work unit continues to make progress in a number of areas. The team is creating an environment conducive to effective business planning, project planning, and teamwork. It's ensuring all tools and processes work as expected, and the team is measuring the results of improvements and ongoing functions.

Work unit improvement will always be a work-in-progress, but consistent and significant progress demonstrates that the management and team effort is producing results.



## Other Submissions

### **Bighorn Backcountry Access Management Plan**

*Project Team*

#### **Alberta Sustainable Resource Development**

Growing populations and increased demand for recreational and industrial activities have created tremendous pressure for use of public lands in Alberta. As a result, significant environmental degradation and user conflicts are occurring.

The Bighorn Backcountry recreational area's importance was recognized in 1995 when it was nominated as a Special Place. The Bighorn Local Committee, consisting of local stakeholders, reviewed the nomination but recommended an access management plan be developed in place of a Special Places designation.

In 2001, Sustainable Resource Development began developing an access management plan for the Bighorn Backcountry. With no model to follow in Alberta, the project team developed a framework, which included a timeline and an extensive public consultation process. The team also formed an Advisory Group, and developed a public outreach process and web site. The Bighorn Backcountry Access Management Plan and supporting regulations were approved and enacted on October 9, 2002.

This inclusive, interactive and participatory process is now a model for developing future access management plans. The model can also be modified to keep pace with change. Through its leadership, the department developed an open and transparent process, creating a strong tool for ensuring long-term recreational benefits for Albertans while sustaining natural resources.

## Other Submissions

### Forest Explorers 2003

*Project Team*

#### **Alberta Sustainable Resource Development**

On its surface, Forest Explorers is a bi-annual natural resource careers and research show for northern Alberta high school-aged students. The underlying goal of Forest Explorers is greater and more enduring: to change how students, teachers and general public view natural resource research, the career opportunities that exist, and the importance of this sector to the future of our province.

Using a tradeshow format that allowed for one-on-one discussions between researchers and students, Forest Explorers was held on Oct. 27 and 28, 2003 in Peace River and drew over 600 students, teachers and general members of the public. Also at the show were 38 different agencies with links to managing natural resources and/or student career planning. Partners from Sustainable Resource Development, NAIT, and Fairview College demonstrated a wide representation from government, industry, academia, and non-governmental volunteer organizations. Each had links to natural resource management.

Forest Explorers has proven itself to be a successful tool for students, teachers, researchers, industry, government, and volunteer agencies. First established in Manning, Alberta in 1997, 2003 was the fourth time the show has been held. Since 1997, over 2000 students in northwestern Alberta have participated in this event.

## Other Submissions

### Lost Creek Fire Community Protection

*Project Team*

#### Alberta Sustainable Resource Development

Where there's smoke, there's fire... and where there's fire, there's teamwork.

The Lost Creek fire began on July 23, 2003. It was declared under control one month later, after 21,163 hectares had burned and approximately 2,000 residents were evacuated from the Municipality of Crowsnest Pass and the Municipal District of Pincher Creek.

To manage the fire, two Alberta Sustainable Resource Development Level I Incident Management Teams were put into place. Representatives from the Municipality of Crowsnest Pass and MD of Pincher Creek Fire Departments assisted the teams. To provide services to the evacuees, the MD of Pincher Creek and the Municipality of Crowsnest Pass activated two Municipal Emergency Operations Centres (EOC). Alberta Sustainable Resource Development (SRD) provided dedicated liaison officers to each EOC to maintain communication throughout the incident. A team of SRD interface-coordinators and the municipal fire chiefs from each area coordinated community protection strategies.

No homes or lives were lost, thanks to the teamwork, professionalism, and dedication of all team members involved in the Lost Creek Fire Community Protection initiative.

## Other Submissions

### 2003 Administrative Symposium

*Project Team*

#### Alberta Transportation

The highly successful Administrative Symposium project was an event organized to assist administrative staff polish their skills, recharge their batteries and renew their commitment to excellence. Originally intended for administrators in the Divisional Co-ordination Process Group (DCPG) of the Transportation and Civil Engineering Division of Alberta Transportation, the event broadened to assist all administrative staff in the department.

The project team—a diverse group from across the department and the province—saw the project through two phases. Phase one developed the symposium concept; the second pulled together a team of administrative staff from across the department to expand upon work already done by the DCPG.

Under the theme, Living and Working with Purpose, Passion and Impact, the project mirrored many elements of management sessions. A tradeshow and networking evening further enhanced this first-ever Transportation Administrative Symposium.

Much of the project's success was due to the ingenuity of team members who stepped outside of the box, learned new skills and processes, and worked as a team. Paving the way for future symposiums, the event was well attended and highly praised by both clients and stakeholders.

## Other Submissions

### **Southern Region Administrative Practices - Lethbridge**

*Ongoing Work Unit*

#### **Alberta Transportation**

The challenge was daunting at first. Back in 1998, moving an existing culture from being known as "clerical support" to being recognized as "administration professionals" seemed like quite a leap.

"LEAP" (Lethbridge Executive Administrative Professionals) is a work unit offering administrative business support services to management and technical staff in the southern region, a branch of Transportation & Civil Engineering Division of Alberta Transportation, as well as four Maintenance Contractor Inspection offices. "LEAP" partnered with the region's management team to:

- support many technical staff with administration support;
- begin the development of an "Administrative Manual" for each business unit;
- begin the practice of documenting processes and creating protocols;
- begin discussions on developing baselines for service levels to be used as a measuring tool for their performance assessments.

Five years later, "LEAP" has learned how to incorporate project management, facilitation skills, analytical tools, and quality assurance concepts into its job roles and job outputs. It has successfully altered the culture of the southern region and four Maintenance Contractor Inspection Offices. What's more, "LEAP" has only just begun!



## Other Submissions

### Tier 1 - IT Protocols

*Project Team*

#### **Alberta Transportation**

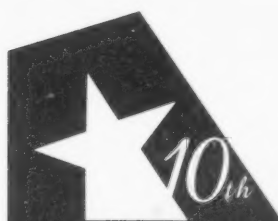
An effective information technology (IT) environment is necessary for the day-to-day operations of Alberta Transportation. The department outsources the maintenance of IT operations to EDS, which is monitored by the IT Operations Committee. The committee also resolves daily IT issues for department users.

One issue was the need to develop a tool for communicating practices and protocols that were not available in a written format. As a result, the committee established the IT Protocols Subcommittee to:

- review and/or update all existing daily IT operating procedures/practices;
- create/develop IT practices/procedures that were lacking;
- ensure all practices conformed with any existing departmental/Alberta government-wide IT policies.

The committee designed a template to ensure all protocols had similar format and consistent information, vetted the protocols through the IT Operations Committee, then sent draft protocols to a pilot group to test the written version. An electronic pilot project was launched in late January 2004.

Currently, 50 protocols are in the final draft stage of development. Ten additional protocols are in the early stages of development and five others are being researched. A protocol guidebook is being posted on the department's Intranet and communicated to all employees this year.



**2004**

## **Premier's Award of Excellence Leadership Team**

### **Alberta Corporate Service Centre**

Mohan Varghese

Senior Manager, Human Resource Services

### **Agriculture Financial Services Corporation**

Bill Lenius

Senior Manager, Human Resources

### **Agriculture, Food & Rural Development**

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Heather Loepky

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Mike Pearson

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Rick Pixley

Manager, Financial Systems & Controls

Barb Shackel-Hardman

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### **Alberta Alcohol & Drug Abuse Commission**

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Tom Wispinski

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### **Children's Services**

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Joyce Mellott

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## **2004 Premier's Award of Excellence Leadership Team, continued**

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Larry Robins  
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**2004**

**Premier's Award of Excellence  
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Crystal Damer  
Director, Administrative Services  
Strategic Corporate Services

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Mike Melnyk  
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Fish & Wildlife Division

Herman Stegehuis  
Wildland Fire Engineering Section Head

**Transportation**

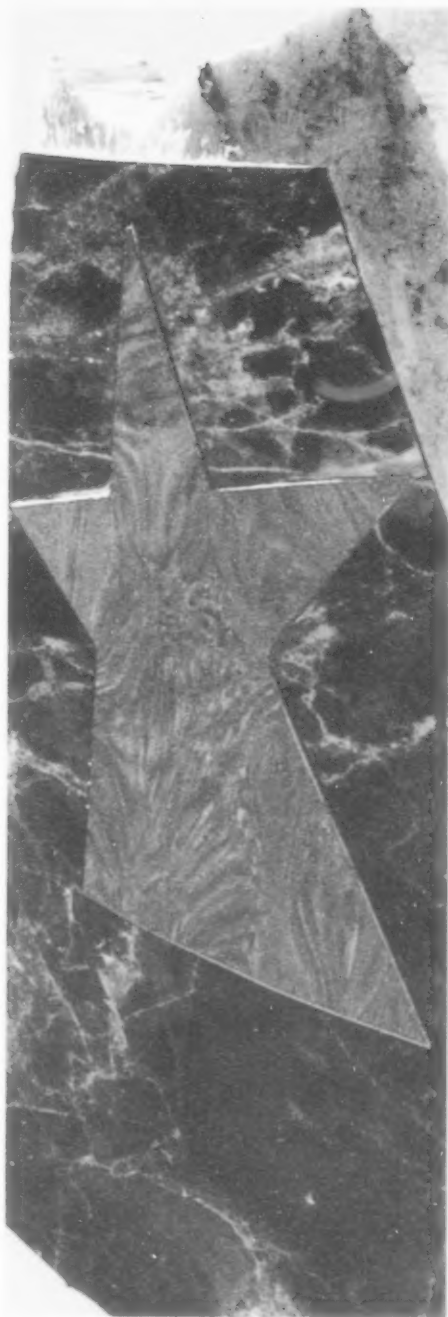
Jeanette Espie  
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Traffic Safety Initiative

Shaun Hammond  
Executive Director, Dangerous Goods & Rail  
Safety

Cindy MacGowan  
Director, Special Projects  
Divisional Coordination  
Transportation & Civil Engineering Division

Brian Reid  
Infrastructure Manager





#### **External Review Team**

The team reviewed submissions and, in conjunction with the leadership team made final recommendations to the Premier.

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Diane MacDonald & Associates Inc.

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Byron Moore Consulting

Patty Schachter  
Schachter & Associates

Brian Young  
Young & Associates

#### **Coordinating Team**

Donna Cole  
Colette Mondor

#### **Ceremony Team**

Angela Balec, Donna Cole, Kelly Kalanchev  
Bulman, Elizabeth Jones, Colette Mondor,  
Vas Rao, Debra Tiffen and Julie Woo

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Lynda Steele, MC



